

A high-speed train, likely a TGV, is stopped at a modern train station. The station features a prominent white, curved, ribbed roof structure. The train is silver with blue and red stripes. The platform has a yellow tactile paving strip along the edge. The background shows a city building.

# Building Sustainable Solutions

2014 Sustainability Report

**FLUOR®**



## BUILDING SUSTAINABLE SOLUTIONS

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

## ABOUT THE COVER

Photo courtesy of Denver Regional Transportation District.

Fluor, as the managing partner of the Denver Transit Partners (DTP) Concession, is responsible for the financing, design, construction, testing and commissioning, as well as operations and maintenance of the 36-mile (60-kilometer) electrified Eagle P3 (public-private partnership) Commuter Rail network for the Regional Transportation District (RTD) in Denver, Colorado.

In December 2014, new commuter rail cars arrived from Hyundai Rotem's assembly plant in Philadelphia, Pennsylvania. The cars were brought to Denver's Union Station for an open house and ribbon cutting ceremony, where more than 6,500 people toured them and the renovated station. Among the visitors was John Barr, who uses a motorized wheelchair due to cerebral palsy. Three years ago using a mock-up of the car, Barr's input led to design changes that make it easier for disabled riders to use the commuter rail system.

Although Denver's Union Station was not part of the Denver Rail Project, it was renovated and reopened in 2014 and will be the hub for all commuter rail lines in 2016 as part of the Denver Rail Project. The station includes a new hotel, restaurants and shops and also encourages multi-modal transportation use with an underground bus concourse and light-rail station, all within a block of one another.

## CAUTIONARY STATEMENT

This Sustainability Report and [fluor.com/sustainability](http://fluor.com/sustainability) contain certain statements that may constitute forward-looking statements involving risks and uncertainties, including statements about our financial condition, new awards, backlog levels and implementation of strategic initiatives and organizational changes. These forward-looking statements reflect our current analysis of existing information as of the date of this report and are subject to various risks and uncertainties. Due to known and unknown risks, the company's actual results may differ materially from our expectations or projections. Additional information concerning factors that may influence our results can be found under "Item 1A Risk Factors" in our 2014 Annual Report on [Form 10-K](#), filed with the U.S. Securities and Exchange Commission on February 18, 2015. The term "material" is used within this document to describe issues for voluntary sustainability reporting and should not be read as equating to the use of the word in any other Fluor reporting or filing. Our 2014 Annual Report on [Form 10-K](#) and our [Proxy Statement](#) for the 2015 Annual Meeting of Stockholders may be downloaded at [investor.fluor.com](http://investor.fluor.com). No material in this Sustainability Report forms any part of those documents. No part of this report or [fluor.com/sustainability](http://fluor.com/sustainability) constitutes, or shall be taken to constitute, an invitation or an inducement to invest in Fluor Corporation or any other entity and must not be relied upon in any way in connection with any investment decision or otherwise.

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# A Message from the Chairman & CEO

 G4-1, G4-2

Dear Valued Stakeholders:

The strength of any enterprise can be measured by its performance and commitment to core beliefs and values. Fluor core values of safety, integrity, teamwork and excellence shape our behaviors and reinforce our culture throughout the world.

Since 2012, we have focused on strengthening Fluor's ability to serve our clients in accordance with these core values. This is critical as we strategically move from an engineering, procurement, maintenance and construction company to an integrated solutions provider, bringing creative, innovative and total solutions to our clients' unique business challenges.

Sustainability is fundamental to our integrated solutions offerings. We are uniquely positioned to provide our clients with the technical experience and know-how, in areas such as energy efficiency and managing their carbon footprints, to help drive sustainable development. Fluor's integrated solutions offering is demonstrated by our Eagle P3 Project. Fluor, as the managing partner of the Denver Transit Partners Concession, is responsible for the financing, design, construction, testing and commissioning, operations and maintenance of the Eagle Commuter Rail network in Denver, Colorado.

Our definition of sustainability extends to include our world-class safety programs and steadfast dedication to bettering the communities where we live and work. From our work with the NWR Partnership to provide engineering, procurement, fabrication and construction for the Sturgeon Refinery project in Alberta, Canada, converting bitumen into high quality marketable products, to the 41,000 hours our employees volunteered to community projects and the \$8.5 million Fluor, its employees and the Fluor Foundation contributed to financial support to community initiatives in 2014, our commitment to sustainability is strong.



David T. Seaton  
Chairman and Chief Executive Officer

Integrity, a cornerstone of sustainability, is pervasive as we conduct our business all over the world every day. We have a leadership role in the World Economic Forum's Partnering Against Corruption Initiative (PACI) and PACI Vanguard, created to establish a harmonized legal framework that more effectively and consistently addresses the enforcement of anti-corruption laws worldwide.

This year, the PACI Vanguard will be working closely with the World Economic Forum B20 Working Group on Anti-Corruption. Fluor will lead this task force, with the collective goal of introducing and using technology to make the public procurement and customs processes stronger and more transparent around the world, and anti-corruption training for public employees to be more accessible.

Fluor is honored to be recognized for our dedication to our core values. In 2014, our company was again listed as one of Ethisphere's *World's Most Ethical Companies*. This is particularly noteworthy because Fluor is one of only 14 companies to receive this prestigious recognition in each of the nine years it has been awarded. More recently, *Fortune*® magazine named Fluor the top-ranked engineering and construction company on its 2015 *World's Most Admired Companies*® list. This marks the fourth year in a row that our company has been ranked number one in this category by *Fortune*®.

During 2014, our core value of safety was challenged when we lost eight of our Fluor colleagues in two separate industrial incidents. This is particularly unfortunate given the deep commitment we have to provide a safe workplace for our employees and subcontractors. Fluor leaders addressed the safety challenges we faced from these incidents, strengthening our commitment to safe work practices and to safety as a core value of our company.

This *2014 Sustainability Report: Building Sustainable Solutions* details our company's commitments to sustainability. I encourage you to read the report and learn more about how Fluor is working to create sustainable growth for the benefit of all our stakeholders.

Sincerely,

A handwritten signature in white ink, appearing to read "David T. Seaton", is positioned above the printed name.

David T. Seaton  
Chairman and Chief Executive Officer  
August 2015

# About the Company

## G4-3, G4-5

Headquartered in Irving, Texas, Fluor Corporation (NYSE: FLR) is one of the world's largest publicly-traded engineering, procurement, construction, fabrication and modularization, commissioning and maintenance and project management companies.

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

## G4-6

Consistently rated as one of the world's safest contractors, Fluor's primary objective is to develop and execute projects with excellence. Fluor has approximately 40,000 employees in nearly 80 countries and performs work on more than 1,000 projects in any given year in more than 40 specialized industries. This diversified model allows us to meet the challenges of engineering and design optimization, from small- and mid-sized capital projects to complex megaprojects from concept to completion.

## Fluor's Diversified Business Segments

### G4-4, G4-7, G4-17

Fluor reports its results under five primary segments: Oil & Gas, Industrial & Infrastructure, Government, Global Services, and Power. These segments serve clients through various operating companies, subsidiaries and joint ventures. For a complete list, refer to Exhibit 21 of Fluor's 2014 Annual Report on Form 10-K.

### OIL & GAS

Oil & Gas designs and builds some of the world's largest and most complex upstream, downstream and petrochemical projects in remote and challenging locations around the globe. The group provides design, engineering, procurement, construction, fabrication and project management services for processing plants, refineries, pipelines, offshore facilities and other energy assets.



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



## INDUSTRIAL & INFRASTRUCTURE

Industrial & Infrastructure delivers projects that are the building blocks of today's urbanized world. The group serves the mining and metals, highway and rail transit, heavy civil, manufacturing and life sciences industries worldwide by providing design, engineering, procurement, construction, fabrication, operations and maintenance and project management solutions.

## GOVERNMENT

The Government Group provides engineering, construction, logistics, base and facilities operations and maintenance, contingency response and environmental and nuclear services to the U.S. government and governments abroad.

## GLOBAL SERVICES

Global Services provides a wide array of solutions to support projects across Fluor groups and to help clients optimize their performance in locations around the world. The group offers construction resources, industrial fleet and equipment services, temporary staffing, fabrication and modularization services and supply chain solutions.

## POWER

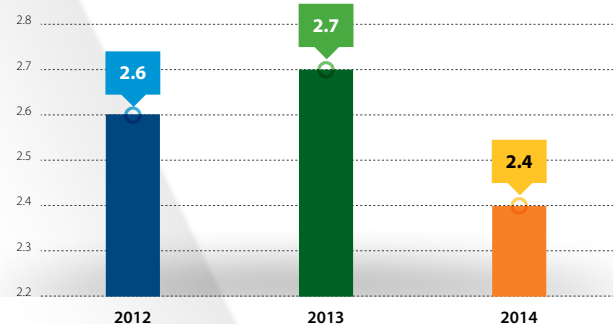
Power helps its clients generate new megawatts to meet the world's growing demand for electricity. The group designs, builds, commissions, retrofits and maintains facilities across all fuel types and technologies, including fossil fuels, renewables and nuclear. The group also has expertise in environmental compliance and emissions retrofit work.

 G4-9, G4-EC1

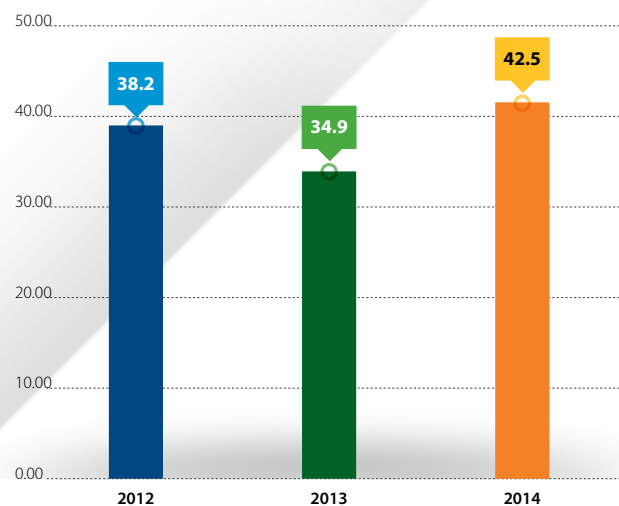
## FINANCIAL HIGHLIGHTS

Fluor's market capitalization on December 31, 2014, was \$8.9 billion. For 2014, revenues were \$21.5 billion, with net earnings of \$716 million. Cash and marketable securities on December 31, 2014 were \$2.4 billion. Total assets were \$8.2 billion and long-term debt was \$992 million. Total shareholders' equity stood at \$3.1 billion. The total cost of revenue, which includes operating costs, was \$20.3 billion. New awards for the year were \$28.8 billion and year-end backlog was \$42.5 billion.

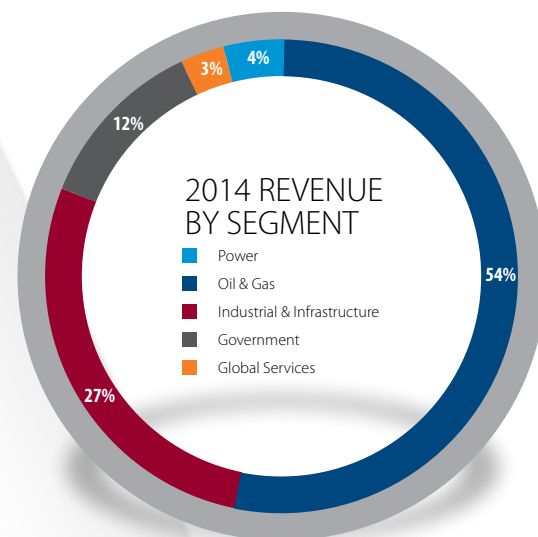
CASH & MARKETABLE SECURITIES  
(DOLLARS IN BILLIONS)



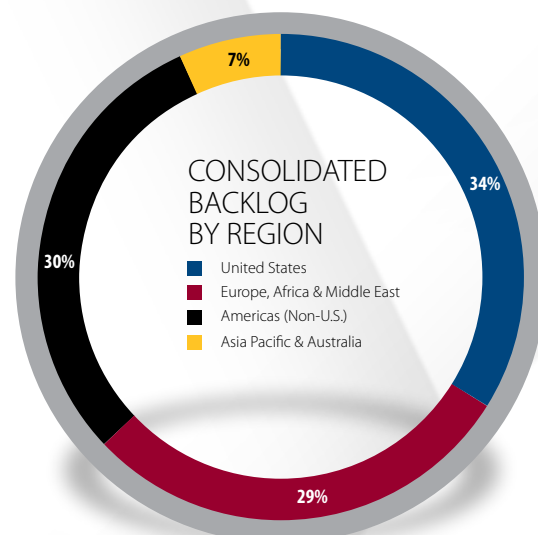
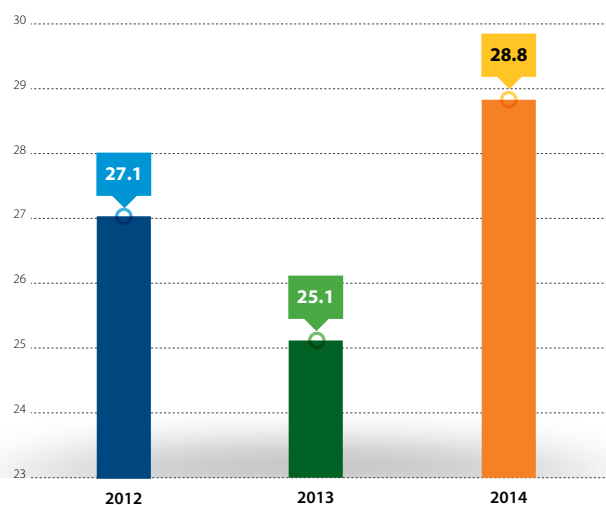
CONSOLIDATED BACKLOG  
(DOLLARS IN BILLIONS)



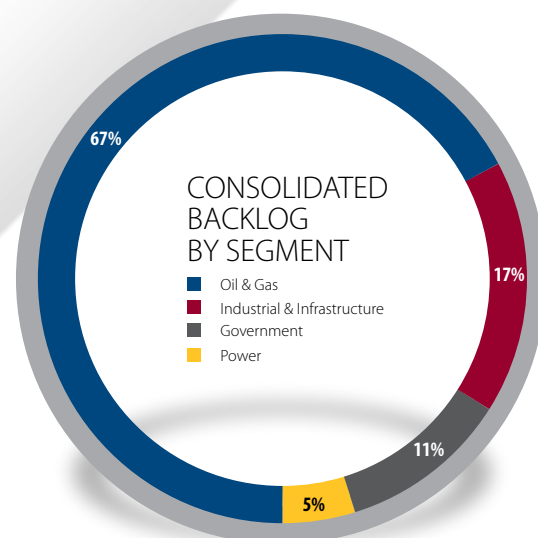
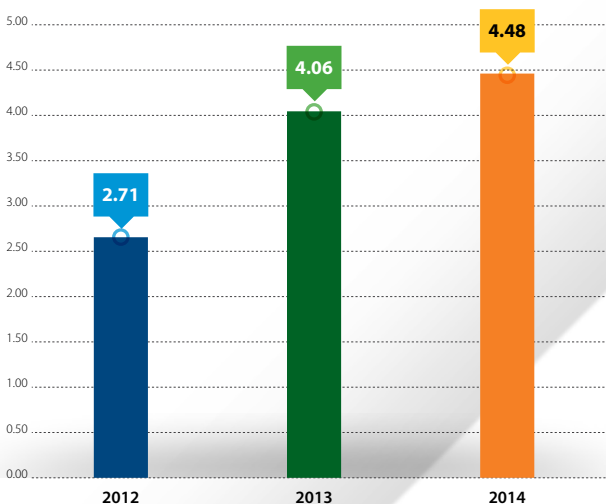
Fluor provides financial information, including revenues, cost of revenues, cost of capital (including interest expense and dividends to shareholders), corporate general and administrative costs (including compensation costs) and retained earnings, in its quarterly and annual filings with the U.S. Securities and Exchange Commission. Detailed information about Fluor's operations is available in the company's 2014 Annual Report on Form 10-K.




CONSOLIDATED NEW AWARDS  
(DOLLARS IN U.S. BILLIONS)



EARNINGS PER SHARE  
(DOLLARS IN U.S. BILLIONS)





 G4-9, G4-10

## **OUR GLOBAL WORKFORCE**

Fluor is a Fortune® 200 company, with a year-end 2014 global workforce of 37,508 employees, including 27,643 salaried employees and 9,865 craft and hourly workers. In 2014, the company's salaried workforce was 74 percent male and 26 percent female.

 G4-13

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

Information about significant corporate changes is contained in the 2014 Annual Report and Form 10-K found on [investor.fluor.com](http://investor.fluor.com).

 G4-24, G4-25

## **STAKEHOLDER ENGAGEMENT**

As a global services company focused on the engineering and construction of highly complex capital projects, Fluor recognizes that its stakeholders are critical to its success. These include clients, communities, employees and union organizations, institutions, governments, non-governmental organizations, shareholders, and subcontractors, suppliers and industry associations.

Many of the priorities associated with sustainability at Fluor are a result of our ongoing interactions with our clients. Clients rely on Fluor to help them address their sustainability challenges and issues, including the need to improve energy efficiency, reduce greenhouse gas emissions and design and build more environmentally friendly, cost efficient manufacturing facilities. We know from experience that our clients place a premium on ethical business conduct; high levels of employee knowledge and expertise; excellence in health, safety and environmental matters; and a proactive approach to community involvement. We place a special emphasis on those areas that we consider to be essential to our clients' business success.

We use a variety of means to interact and communicate with our key stakeholders. Internally, we have various communications and feedback channels in place, as well as a global online collaboration platform, to encourage enterprise-wide information exchange. Externally, we engage with clients and other stakeholders through our day-to-day project operations, as well as through memberships in and involvement with numerous international, national, regional and local industry associations.

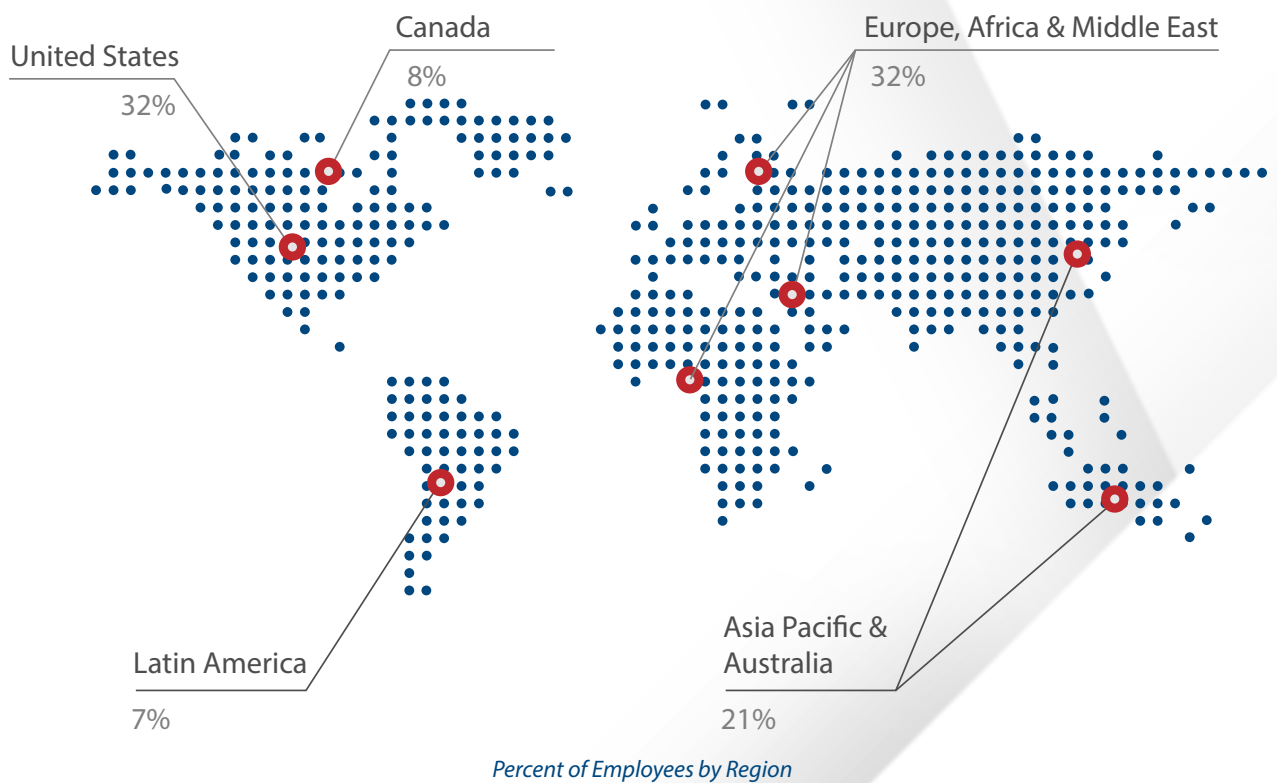
More information about our stakeholder engagement can be found in the progress reports on pages 18, 21, 27, 34, 35 and 47 of this report.

## 2014 SUSTAINABILITY-RELATED MEMBERSHIPS AND ASSOCIATIONS

Listed below are the principal associations and initiatives with which Fluor is involved at a global, company-wide level in the areas of sustainability:

- World Economic Forum (WEF) – Global Agenda Council on Anti-Corruption & Transparency and chair of Partnering Against Corruption Initiative (PACI)
- United Nations (UN) Global Compact, signatory
- B20 Coalition's working group on Improving Transparency and Anti-Corruption and member, B20 Infrastructure and Investment Taskforce
- American Society of Civil Engineers, Committee on Sustainability (United States)

Additional memberships of note are included in the progress reports on pages 18, 21, 28, 36 and 47 of this report.





# About the Report

## G4-29, G4-30

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

In the 2014 Sustainability Report, there is a new section of project profiles shown as Appendix B. While each project is a success story, highlighted in Appendix B are six projects with exceptional records in the sustainability arena.

## G4-28

This Sustainability Report features quantitative and qualitative data for calendar year 2014, as well as material from previous years and relevant information that became available in 2015 prior to the publication of the report. This report should be read in conjunction with the information contained in Fluor's 2014 Annual Report on Form 10-K and its Proxy Statement for the 2015 Annual Meeting of Stockholders.

## G4-15

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

## G4-18, G4-48

### **MATERIALITY AND REPORTING PROCESS**

Fluor has prepared this report under the direction of the company's Sustainability Committee. Materiality of content included in this *2014 Sustainability Report* and its prioritization were assessed and determined by committee members. Fluor's Chairman and CEO reviews and provides comments on this report after

the Sustainability Committee addresses all material aspects.

The report was developed to provide information on Fluor's progress under the UN Global Compact to clients, employees, shareholders, lenders, financial analysts, rating agencies, suppliers and subcontractors, non-governmental organizations, news media and the communities in which the company operates. Fluor used the Global Reporting Initiative's™ (GRI) G4 Sustainability Reporting Guidelines as a guide for developing this report. In determining content, Fluor's Sustainability Committee considered the company's core values and experience, as well as the reasonable expectations and interests of our stakeholders, Fluor's clients being key among them. This evaluation formed the basis for a materiality analysis, as advocated by the GRI report development process. This sustainability materiality analysis is separate and distinct from the company's analysis of materiality for other legal and financial reporting purposes, including U.S. Securities and Exchange Commission disclosures.

#### **FLUOR'S SUSTAINABILITY COMMITTEE REPRESENTATION**

-  Senior Executive Management
-  Ethics & Compliance
-  Community Relations
-  Corporate Affairs
-  Facilities
-  Governance
-  Government Relations
-  Health, Safety & Environment (HSE)
-  Human Resources
-  Investor Relations
-  Law
-  Sales
-  Supply Chain & Procurement
-  Strategic Planning

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

#### G4-19, G4-20, G4-21

### **MATERIALITY ANALYSIS: SCOPE AND BOUNDARY**

For all material aspects identified, the related data and performance information presented in this report cover Fluor's global operations as a company, unless otherwise noted for situations or circumstances where reporting data are collected and available only for a certain geography, business or issue. Financial figures cover Fluor operations as set forth in our [2014 Annual Report on Form 10-K](#). All financial figures are presented in U.S. dollars unless otherwise noted.

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

#### G4-22, G4-23

No significant changes in reporting scope, boundary or measurement methods occurred during 2014.

The GRI G4 aspects shown on page 13 have been determined by the Sustainability Committee to be relevant or material to Fluor's operations.

In this document, Fluor reports on the GRI G4 indicators that were relevant to our business operations and measurable in 2014.

### **ALIGNMENT WITH GRI G4 GUIDELINES**

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

GRI offers two options for an organization to prepare its sustainability report in accordance with the guidelines: core and comprehensive. According to the GRI, the core option contains the essential elements of a sustainability report and provides the background against which an organization communicates the impacts of its economic, environmental, social and governance performance. The comprehensive option builds on the core option by requiring additional standard disclosures of an organization's strategy and analysis, governance, ethics and integrity. In addition, the reporting organization is required to communicate its performance more extensively by reporting on all indicators related to identifying material aspects.

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

#### G4-32

Fluor's *2014 Sustainability Report* is considered by the company to be in accordance with GRI G4 Core Guidelines.

#### G4-33, G4-42

Fluor did not employ an external agency or organization to audit this report. External assurance is provided by Fluor's *2014 Annual Report* on Form 10-K. Fluor's Chairman and CEO has appointed Hans Dekker, Vice President for Quality & CPI, to serve as the executive sponsor of Fluor's Sustainability Committee and to lead an internal team of subject matter experts in the development of the report, which is reviewed by the CEO.

#### G4-31

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

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

# 2014 Awards & Certifications

Fluor, its people and its projects were honored with a number of external recognitions in 2014 for sustainable performance.

## CORPORATE

- For the third consecutive year in 2014, Fluor was ranked number one in the Engineering and Construction sector of *Fortune*® magazine's *World's Most Admired Companies*®.
- Fluor was ranked number 109 on the *Fortune*® 500 list.
- Fluor was ranked number one on the *Engineering News-Record (ENR)* list of the Top 100 Contractors by New Contracts and was ranked number two on *ENR*'s list of the Top 400 Contractors and Top 100 Design-Build Firms.
- Fluor was recognized as one of the Aon Hewitt *Top Companies for Leaders*® in North America.
- Procter & Gamble recognized Fluor as one of its 2015 *External Business Partners of the Year* for Fluor's efforts and results regarding supplier diversity.
- Fluor was selected by KNOW Network as one of the *Global Most Admired Knowledge Enterprises (MAKE)* for the ninth consecutive year.
- *Weapons Complex Monitor*, a publication for the environment management industry, ranked Fluor number one winner on its annual list of *Winners and Losers* for its work at the closed Oldbury nuclear power station in Gloucestershire, United Kingdom, which is currently being defueled.



## COMMUNITY & SOCIAL SERVICES

- Fluor was recognized by several community-based United Ways in 2014:
  - United Way of Calgary and Area – *Spirits of Gold Award, Engineering Challenge* (Canada).
  - United Way of Greenville County, South Carolina – No. 1 Employee and Corporate Campaign (United States).
  - United Way of Greater Houston, Texas - *Chairman's Silver Award* (United States) for leadership donors.
  - United Way of Orange County, California – *Leadership Corporate Excellence Award* (United States).
- Fluor was recognized by the Salvation Army of Greenville County, South Carolina, with the *Corporate Supporter of the Year* and the *Doing the Most Good* awards (United States).





## ETHICS & COMPLIANCE

- Fluor was named to the *World's Most Ethical Companies* list in 2014 by the Ethisphere Institute, marking the ninth consecutive year the company has received this recognition.
- In 2014, Wendy Hallgren, Vice President for Corporate Compliance, was recognized by the Ethisphere Institute as one of the *Attorneys Who Matter*. This was the third time she has received this award.
- Carlos Hernandez, Chief Legal Officer, received the *2014 Robert H. Dedman Award for Ethics* from the Dallas Fort Worth Chapter of the General Counsel Forum.



## HEALTH, SAFETY AND ENVIRONMENTAL

- Fluor's 95 Express Lanes Project was honored with the *2014 Contractor Safety Award* by American Road & Transportation Builders Association.
- Butch Thomas, Project Site Manager, and Isaac Thompson, HSE Director on Fluor's Kearl Expansion Project, were recognized by ExxonMobil for Transformational Leadership in Safety.
- The U.S. Occupational Safety and Health Administration recognized Fluor's Kellogg Project for participation in the *2014 National Safety Stand Down*.
- Plant Engineering Services, a Fluor subsidiary, was awarded the Houston Business Roundtable *Gold Safety Excellence Award*.
- Fluor's El Segundo Co-Gen Project was honored with the *Gold Safety Award* by Chevron Phillips Chemical Company.
- In 2014, multiple Fluor/Chevron project sites received the Chevron Phillips Chemical Company's *Contractor Safety Excellence Award*.
- The Royal Society for the Prevention of Accidents (RoSPA) *Occupational Health and Safety Gold Medal Order of Distinction Award* was presented to Fluor's Farnborough, UK office, in recognition of 23 consecutive Gold Medals for excellence in occupational health and safety.
- Fluor's Sakhalin 1 Project in Russia received a letter of commendation from ExxonMobil for safety performance.





# 2014 PROGRESS REPORT

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- Community & Social Service
- Employees & Workplace
- Ethics & Compliance
- Governance
- Health, Safety & Environment
- Supply Chain & Procurement

**FLUOR®**

95 Express Lanes Project  
Fairfax County, Virginia, USA  
Photo courtesy of VDOT



# Community & Social Service

Fluor believes that investing strategically in local communities can positively influence its long-term business performance. Healthy, vibrant communities drive demand for Fluor services and play an important role in the development of an educated workforce and a robust, sustainable supply chain. We work with stakeholders around the world to address challenges and advance the quality of life in the communities where we operate.

## OUR APPROACH

Our management approach to community investment includes a community involvement strategy set by executive leadership and implemented via programs, initiatives and partnerships led by Fluor, the Fluor Foundation and the Fluor Cares employee volunteer program. Fluor's primary areas of focus, with respect to this community involvement strategy, are education, social services, community and economic development and the environment. These four areas leverage our capabilities as a global engineering and construction company and align with our business priorities. This alignment allows Fluor to have a greater positive impact on the communities in which it operates.

### G4-EC1

Fluor, its employees and the Fluor Foundation contributed more than \$8.5 million in 2014 to support community initiatives and programs.

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

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

Consistently applied systems and reporting enable Fluor to better evaluate and adapt its management approach to community investments to provide better outcomes for community stakeholders and the company.







*Fluor Cares® is Fluor's formal employee volunteer program and is the heart of the company's community involvement efforts. Started in 1976, the program engages and empowers employees to make a difference in their communities by leveraging personal involvement and extending Fluor's community involvement.*

G4-26, G4-27

## STAKEHOLDER ENGAGEMENT

Fluor proactively engages with local communities, governments and municipalities to address project-related social, economic and environmental concerns. These engagements are directed by project managers and conducted jointly with our clients and partners. They take place in a variety of ways, including face-to-face meetings, attendance at conferences, employee participation on local boards and involvement with issue-specific campaigns. Fluor employees often serve as thought leaders on key education and workforce issues, such as the need for career and technology educational offerings and more effective youth resiliency programs.

G4-16

The principal community-related associations and initiatives in which Fluor is engaged include:

- Center for Corporate Citizenship, Boston College, Carroll School of Management (United States)
- The Conference Board, Global Social Investing Council (United States)

## EDUCATION

Science, technology, engineering and mathematics (STEM) education is a foundational component for success in today's and tomorrow's economy. Because of their importance, Fluor invests in higher education and university STEM programs, as well as those benefiting primary and secondary schools.



*Fluor, its volunteers and community partners provided more than 3.3 million hours of STEM training to nearly 47,000 primary and secondary school students in 2014.*

Volunteer Hours



2014 GOAL: 50,000



Receiving Preventive & Emergency Service



2014 GOAL: 7,300



Number of Trees, Flowers & Shrubs Planted



2014 GOAL: 7,600



Litter Removed (Per Ton)



2014 GOAL: 14.5



#### G4-ECI

In 2014, Fluor made grants to American and international universities that totaled more than \$2 million and invested more than \$500,000 in new and renewed scholarships for children of Fluor employees. Through our community partnerships and Fluor financial and employee volunteer support, we helped provide more than 3.3 million hours of STEM training to nearly 47,000 primary and secondary school students. This represented an increase of 2.4 million hours and 10,300 students over 2013.

#### **SOCIAL SERVICES**

Having access to basic life necessities is a precursor to stable families and communities. Fluor supports social service programs that meet basic human needs, help feed the hungry and support individuals and families in crisis.

In 2014, through partnerships with food banks, meal-delivery services and other organizations, Fluor and its employees provided more than one million meals to the hungry. In addition, Fluor assisted approximately 18,000 individuals by investing in community programs that provide preventive health and emergency services, healthcare check-ups and emergency shelter and counseling to the disadvantaged, homeless and victims of domestic abuse.

In North America, Fluor and its employees support social services in their local communities through the Fluor Employee Giving Campaign, benefiting the United Way and other health and human services organizations. During 2014, the company and its employees in North America pledged \$5.2 million to these programs.

#### **COMMUNITY AND ECONOMIC DEVELOPMENT**

Fluor supports a broad range of programs to strengthen local economies in areas where its employees live and work. These programs help provide job training, build and refurbish affordable housing and community-serving facilities, assist with rebuilding or infrastructure support in case of natural or man-made disasters, teach young people life skills and develop and support a strong, diverse network of businesses.

#### G4-EC7

Efforts that Fluor supported in 2014 in conjunction with its community partners include providing home shelter repair kits and rebuilding a classroom for those impacted by Typhoon Haiyan in Cebu, Philippines; assisting with the construction of an emergency shelter for Safe Harbour in Saint John, New Brunswick, Canada; building an educational facility for Progress Pre-Primary School in South Africa; and building homes for those in need in South Carolina through Homes of Hope.



*Fluor talent development manager reviewing student's weld at Goose Creek Consolidated Independent School District.*

## Craft Education Initiative

Through a new initiative to increase awareness and help students attain high-value construction industry certifications, Fluor invested resources in area technical/community colleges and public schools along the U.S. Gulf Coast. As Fluor places a strategic emphasis on self-perform construction, the demand for skilled craft workers for engineering, procurement and construction projects will continue to increase. In 2014, as a result of financial and in-kind contributions from Fluor totaling more than \$130,000, 1,130 students at nine high schools and technical/community colleges were given an opportunity to improve their skills using state-of-the-art equipment, earn welding certifications and enhance their readiness for construction industry careers.



*Fluor volunteers pack lunches for the under-privileged.*

Fluor supports a variety of initiatives that generate positive, indirect economic impact. Examples include programs that offer working adults training and skills-specific certifications through Fluor-supported job training centers and financial and in-kind contributions to technical colleges.

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

Through partnerships with organizations such as the Boys & Girls Clubs of America, The Gaming Zone (United Kingdom), Junior Achievement and Girl Scouts, Fluor helped approximately 31,000 youth receive life-skill and leadership training in 2014.

## ENVIRONMENT

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

Fluor also fulfills its commitment to responsible stewardship of the environment by supporting organizations that protect natural resources and habitats through conservation, restoration, beautification and environmental education.

Through these environmental initiatives in 2014, Fluor recycled or disposed of 24 tons (21.7 tonnes) of litter. Additionally, Fluor employees helped plant approximately 8,600 trees, flowers and shrubs to beautify and restore communities where they live and work.

In a joint effort among 20 of Fluor's offices and project sites, employees and community partners around the globe assisted in cleaning shores along oceans, rivers and lakes as part of Fluor's Global Shore Cleanup program. As a result of this effort, 15 tons (13.6 tonnes) of litter were collected and disposed or recycled, including 30,100 pounds (13,653 kilograms) of garbage and more than 16,000 pounds (7,258 kilograms) of recyclable waste.

## EMPLOYEE VOLUNTEERISM

Employee volunteers can be a powerful force in improving the lives of those in need, strengthening and transforming communities and supporting important social initiatives. In 2014, Fluor employees volunteered approximately 41,000 hours to community projects around the globe.

## SUPPORTING THE U.S. MILITARY

Fluor is proud to support the men and women of the United States military. The company's philanthropic efforts seek to improve the lives of military personnel and their families through a variety of partnerships and programs. In 2014, Fluor supported efforts such as the United States Chamber of Commerce Hiring Our Heroes program; Boys & Girls Clubs of America Military Youth Initiative; the Army Scholarship Foundation, which provides academic scholarships to children and spouses of enlisted soldiers; Quick Jobs for Veterans program through Greenville Technical College in South Carolina, which retrain and helps veterans find employment; and Purple Heart Homes to refurbish and remodel homes for retired military personnel who have medical issues.

## Building Futures

Twenty-nine Fluor offices and project sites donated \$150,000 to Building Futures to provide school supplies and other necessities to more than 13,000 children globally. Since the program's inception in 2001, more than 112,500 children around the world have received backpacks from Fluor filled with the basic tools they need for learning.



*In a joint effort between 20 Fluor offices and project sites, Fluor volunteers cleaned shore lines as part of the company's Global Shore Cleanup program.*



# Employees & Workplace

## G4-26, G4-27

Fluor's global employee population spans offices and projects across six continents. Human Resources serves a strong workforce of approximately 40,000, verifying that the right people are in the right place at the right time to support our projects with a sustainable talent pipeline in the communities where we work.

### OUR APPROACH

Fluor's employee and workplace strategy is centered on our core commitment to ethical business practices, coupled with building long-term relationships with all of our stakeholders. We create fair work practices, offer competitive, market-based wages and benefits and provide programs for employees to develop their talents and skills. Fluor's policies, procedures and practices support its commitment to various aspects of human rights and create opportunities for every employee to be productive and secure, earn a fair income and develop professionally, regardless of race, color, age, gender, nationality, religion or any other factor protected by law. In addition, our commitment to workforce diversity remains at the forefront of our day-to-day operations.



*Fluor is committed to enabling employees to develop their skills by offering educational opportunities, such as the training program at the Job Corps Center in Albuquerque, New Mexico.*

## G4-26, G4-27

### STAKEHOLDER ENGAGEMENT

Fluor engages its employees globally through multiple communication channels, including its intranet, local events, management meetings, Compliance and Ethics Hotline, annual performance reviews and an open-door policy that encourages dialogue within and across levels of the organization. Employees have many opportunities to offer ideas, discuss interests and raise concerns. During the past year, we continued the implementation of technology-based tools, including video conferences and webcasts, to improve collaboration across the organization. In addition, Fluor has formal committees to facilitate employee engagement with certain organizations, such as European Works Councils.

## G4-16

Fluor holds memberships in numerous local, national and global human resources, management and professional organizations. These memberships help the company engage with other stakeholders regarding employee-related practices. The following list provides a sample of the various organizations of which Fluor is a member:

- American Council on International Personnel (ACIP) (United States)
- Apprenticeship Carolina, part of the National Apprenticeship Program (United States)
- Associated Builders and Contractors: Texas Gulf Coast, Greater Houston and Pelican Chapters (United States)
- Catalyst (United States and India)
- Conference Board – council participation, HR Executive Leaders, Leadership Development and Global Diversity and Inclusion Executives (United States)
- Construction Benefits Group (United States)
- International and American Council of Benefits (Global)
- National Association of Colleges and Employers (NACE) (United States)
- National Engineers Week Foundation Leadership Council (United States)
- Philippine Business or Social Progress (Philippines)

## G4-HR2

### **HUMAN RIGHTS**

Fluor's strong commitment to ethics and compliance sets the parameters for human rights and fair labor practices that apply across the company. Fluor's *Code of Business Conduct and Ethics* for employees and Fluor's *Code of Business Conduct and Ethics Expectations for Suppliers and Contractors* provide general guidance on human rights and child and forced labor. Employees are required to certify compliance with *The Code* annually, and training is available to employees on human rights issues. Fluor encourages employees and other stakeholders to report any activities that are not in compliance with the company's human rights and fair labor practices and provides reporting mechanisms, including the Compliance and Ethics Hotline. More information on our ethics and compliance policies and practices can be found in the Ethics & Compliance section of this report on page 27.

## G4-HR5

### **Child Labor**

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

## G4-HR6

### **Forced or Compulsory Labor**

Fluor in no way promotes, condones, practices or tolerates the use of forced or compulsory labor, human trafficking or the sale of sexual acts of any kind, and the company's policies and practices are reflective of this approach. The company takes measures to adhere to all applicable local laws and regulations regarding forced or compulsory labor, including those related to wages and benefits. Fluor does not publicly report incidents or violations. The company has no knowledge of any significant risks for compulsory or forced labor incidents in any of its operations or in the operations of its suppliers and subcontractors.

## Non-Discrimination

The company has procedures in place that enable our human resources team to recruit, hire, develop and retain employees based on job-related specifications, including experience, qualifications and other criteria. All leaders, managers, supervisors and employees are expected to observe practices that maintain an environment free from any form of unlawful discrimination and harassment. Managerial and supervisory training courses contain company and location-specific hiring requirements. The company also employs an open-door policy to foster direct communication between employees and management. Employees may choose to discuss any concerns with their immediate supervisors, or they may contact their office or project employee relations representatives at any time. To help all employees understand and practice behaviors that foster inclusion in the workplace, the company offers courses on diversity and inclusion and defines expected conduct in its policies, procedures and practices to encourage respectful behavior among employees. Fluor does not publicly report information on specific discrimination incidences or corrective actions.



*Fluor has an inclusive and diverse workforce.*

## Union/Collective Bargaining

Fluor believes that having a collaborative work environment benefits all involved parties, including employees, clients and shareholders. The company acknowledges employees' legal rights to choose whether or not to join third-party organizations without fear of retaliation, coercion or harassment. These rights are in accordance with applicable laws related to third-party involvement, which may include labor unions and/or trade unions in countries in which we work. The company periodically meets and collaborates with such organizations in formal and informal settings. Fluor managers and employees are instructed and trained regarding these rights. Fluor does not collect and aggregate global data on specific operations or suppliers where collective bargaining or the right to freedom of association may be violated or at significant risk.

Approximately six percent of Fluor's U.S. workforce is covered by collective bargaining agreements; however, this percentage fluctuates as our project-based workforce changes. In order to improve consistency, the percentage of union labor is based on the Fluor total U.S. workforce, as reported in other company documents.



#### G4-HR7

### **Security**

Fluor maintains its strong commitment to a workplace free from acts of violence, threats of violence, harassment and/or any other disruptive behavior by establishing programs that promote the highest standards of employee safety and security. This includes a zero-tolerance policy that prohibits actual or threatened violence by employees against co-workers, visitors or others who have contact with employees during the course of their duties. Where applicable, Fluor takes the necessary steps to train its security personnel on company policies and procedures that relate to human rights issues and to familiarize them with potential concerns that may be relevant to company operations around the globe. The company does not publicly report human rights incidents or violations of human rights policy.

### **LABOR PRACTICES AND DECENT WORK**

Fluor's employment practices support recruiting, hiring, compensating and developing employees.

#### G4-EC6

### **Recruiting and Hiring**

Fluor makes a concentrated effort to hire and train local employees, including senior managers, in its office and project locations. By hiring locally, we demonstrate our commitment to sustaining the communities where we work. We participate in marketing campaigns, career fairs and government and community activities to help verify the company maintains a strong local presence. Fluor's Talent Investment Program rewards current employees for referring local candidates, who subsequently are hired for select positions.

#### G4-LA12

Fluor values the diversity of its employees and regards a diverse workforce as a competitive advantage. In the United States, we have a variety of outreach efforts for under-represented groups, including participation in local, regional and national job fairs that promote job opportunities to specific demographic cohorts.

#### G4-EC5, G4-LA13

### **Compensation and Benefits**

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

#### G4-LA2

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

## Training and Development

### Salaried Workforce

Fluor places a high priority on developing people through continuous learning. In 2014, there were many examples of progress the company made in training and development. They included:

#### G4-LA10

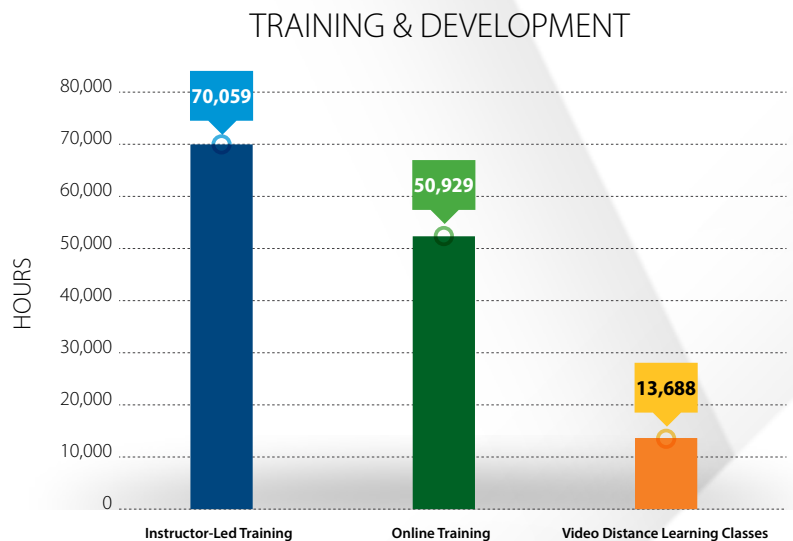
- The completed implementation of a new talent management system to track employee career goals, learning activities and work experiences. This integrated solution also serves as a platform for performance assessments, skills profiles, resumes, work history, salary planning and more. This helps streamline internal staffing and organizational changes.



*Fluor places a high priority on continuous learning to develop its workforce.*

#### G4-LA11

- Ninety-four percent of employees completed performance assessments within the new system in 2014.
- The inauguration of Fluor University's new learning platform that is linked to the talent management system. It offers a robust library of more than 2,400 e-learning courses that are globally accessible 24 hours per day, seven days per week.
- An 11 percent increase in video distance learning courses. This approach resulted in a substantial cost savings for the company, as well as a reduction in its overall carbon footprint since fewer people travelled for training.
- The introduction of virtual live broadcast events covering different topics. These events reached more than 1,500 employees in a variety of countries in 2014.



#### G4-LA9

Training in 2014, calculated solely by number of salaried employees per type of course, totaled:

- Instructor-led training: 70,059 hours for 18,336 employees, an average of four hours per employee participant
- Online training: 50,929 hours
- Video distance learning classes: 13,688 hours

## CONSTRUCTION AND CRAFT WORKFORCE

Having a sustainable, skilled craft workforce supports the company's self-perform construction capabilities. In 2014, examples of enhanced construction and craft training included:

- More than 800 Fluor craft employees received approximately 27,000 hours of skills training under the nationally-recognized National Center for Construction Education and Research (NCCER) curriculum and certification program.
- Four hundred and eighty-two Fluor craft journey employees achieved NCCER Certified Plus status and 75 skilled craft journey-level employees were trained as formal performance evaluators.
- Internal construction training opportunities included an interactive program for new construction managers, a field supervisor training program, a construction engineering program that addresses 21st century construction challenges and an accelerated construction management program.



*Among Fluor's training initiatives is a construction engineering program that addresses construction challenges in the 21st century.*

## EMPLOYEE ENGAGEMENT INITIATIVES

In 2014, many Fluor offices and projects made significant strides in their efforts to retain employees and build engagement. For example:

- A project in Canada significantly improved employee engagement by enhancing talent development programs, including mentoring, networking opportunities and video distance learning courses at project sites. Forty-one percent of project personnel signed up for one or more of the new development programs.
- The Fluor office in Chile instituted its *U Deserve It!* program to improve employee retention in the region. The local Human Resources staff recognized a need to help employees address their personal concerns, including legal, financial and work-life balance. Office-wide events were organized to address the main topics of interest, with presentations from experts, office fairs and week-long themed activities. The program can be replicated in other offices and projects.
- In South Africa, the Human Resources team implemented a newly-structured compensation package that offers employees flexibility in selecting benefits options that suit their individual or family needs.
- Fluor's office in the Netherlands held its first Health Week to educate employees about improving their wellness.




# Ethics & Compliance

Fluor believes that employees should complete their work by applying the highest of ethical standards and best practices. When they do, they will be held in high acclaim, no matter where the business is located.

## OUR APPROACH

Fluor strives to move beyond simply talking about ethics and compliance, laws and regulations, rules and guidelines. Our approach is proactive, integrating all of our resources and more than 100 years of experience into doing the right thing. We know that having an ethical reputation drives stakeholders to choose Fluor and helps us to manage our compliance risks.

We are intentionally transparent about our ethics and compliance practices. We provide information internally and externally about what is expected of our employees, suppliers, subcontractors and partners. We continually improve and enhance our ethics and compliance program by monitoring evolving risks and benchmarking best practices in our company, our industry and the global business community.

 G4-26, G4-27

## STAKEHOLDER ENGAGEMENT

Fluor proactively addresses the topics of ethics and compliance with our many stakeholders. We believe in the power of collective action, seeking support and commitments from clients, suppliers, subcontractors, partners, employees, shareholders, governments and non-governmental organizations (NGOs), as we conduct our work with high ethical standards.

## EMPLOYEES

Doing the right thing requires a strong management team and workforce unwavering in their beliefs about and value of ethical behavior, regardless of location, country or prevailing social climate. Integrity is a core value at Fluor. We take our core values seriously, and managers and employees discuss ethics and compliance regularly as a part of how we do business.

Employees receive policies and procedures, including our *Code of Business Conduct and Ethics*, and training on various *Code* topics, depending on their role and function. Ethics messaging comes from all levels of management through our OneFluor intranet, blogs, videos and at meetings, and all employees receive training.

Our intention is to measure, assess and guide the ethical compass of our employees at varying points during their Fluor careers.

 G4-SO4

## BUSINESS PARTNERS

In our partnering arrangements, Fluor has a history of ethical behavior and will not compromise its values. We vet potential business partners to verify they share our commitment to integrity. We require Fluor suppliers, contractors and other business partners to report any business conduct or ethics concerns involving Fluor directly to their Fluor contact or via the Fluor Compliance and Ethics Hotline.

We communicate our anti-corruption expectations and requirements to all of our business partners. Additional information about what we expect of Fluor suppliers, contractors and their employees, and how they can report integrity concerns involving Fluor, can be found in Fluor's [\*Business Conduct and Ethics Expectations for Suppliers and Contractors\*](#).

## NON-GOVERNMENTAL ORGANIZATIONS (NGOs)

NGOs around the globe perceive Fluor as a partner and an advocate for anti-corruption. Fair competition and anti-corruption behavior lead to better infrastructure development that reduces poverty and makes the world a better place to live for future generations. When money is used for development, rather than for corrupt purposes, people at all income levels are the beneficiaries.

## MEMBERSHIP LIST

In 2014, Fluor held memberships in the following:

- Asia-Pacific Economic Cooperation forum – The Hanoi Principles for Voluntary Codes of Business Ethics in the Construction and Engineering Sector and related initiatives
- B20 Task Force on Improving Transparency and Anti-Corruption, co-chair
- Business Ethics Leadership Alliance
- Conference Board Global Council on Business Conduct
- Confederation of Indian Industries – The New Delhi Principles for Voluntary Codes of Conduct in the Construction and Engineering Sector and related initiatives
- Ethics & Compliance Association, sponsoring partner
- Ethics Resource Center, contributing fellow
- Society of Corporate Compliance and Ethics
- World Economic Forum (WEF)
  - Global Agenda Council on Transparency & Anti-Corruption
  - Partnering Against Corruption Initiative (PACI), board seat and additional leadership participation
  - PACI Vanguard, chair

## THE POWER OF COLLECTIVE ACTION

### World Economic Forum (WEF)

For more than a decade, Fluor has been viewed as a world leader in the anti-corruption movement. In 2014, Chairman and CEO David T. Seaton continued his anti-corruption leadership role at the WEF, speaking on panels and chairing discussions on collective action with leaders from the Organisation for Economic Co-operation and Development (OECD).

Additionally, Fluor was actively involved in anti-corruption initiatives, taking leadership roles with WEF and OECD at anti-corruption conferences.

### PACI and PACI Vanguard

Seaton also had a major impact on anti-corruption in 2014, pushing for creation of the PACI Vanguard, a group of 20 CEOs working to establish a harmonized legal framework for addressing corruption with more effective and consistent enforcement of anti-corruption laws. Seaton served as 2014 chairman of the PACI Vanguard.

“Our goal is to level the playing field to enable fair competition, which can only happen through a consistently applied, global legal framework,” Seaton said. “It is our view that we do not need more national laws, but rather a full-fledged commitment to effectively enforce those laws already on the books.”

Backing up their talk, PACI Vanguard CEOs met with government officials from the 34 OECD countries and called for them to make enforcement of anti-corruption laws a high priority.

Fluor executives also served in other PACI leadership roles. For example, Arun Kumar Jain, General Manager of Fluor India, was involved in advancing the transparency and anti-corruption agenda in that country in collaboration with the WEF, Transparency International and the Confederation of Indian Industries.

### G20, B20

In 2014, Fluor participated in Anti-Corruption Working Group meetings in Rome and Paris, advocating the anti-corruption agenda to the business leaders (B20) from the Group of 20 (G20), which represents the world's 20 largest economies. Fluor also strongly promoted the creation of the Anti-Corruption Working Group at the B20 meeting in Australia and reinforced the need for the B20 and G20 to maintain their focus on anti-corruption. In addition, Chairman and CEO David T. Seaton co-chaired the Anti-Corruption Task Force on Infrastructure and Investment, which presented its findings at the B20 meeting in Sydney, Australia.

## Transparency International

Fluor strongly believes in transparency in ethics and compliance. That was put to the test in 2014, as Fluor served as the pilot company for Transparency International's (TI) new Assurance Framework for Corporate Bribery Programmes. Fluor opened its doors, books and minds to TI-designated auditors, who conducted interviews with many of the company's executives and managers to help determine how the Assurance Framework could be implemented.

As a result of Fluor receiving TI-USA's 2013 *Corporate Leadership Award*, Chairman and CEO David T. Seaton and Vice President of Corporate Compliance Wendy Hallgren were speakers at the 2014 TI event honoring corporate leadership in anti-bribery and transparency.

## Integrity Initiative (Philippines)

In the Philippines, Fluor's operations received the highest possible rating for its integrity practices from the Integrity Initiative. The third-party assessment included reviews of Fluor's top managers, finances, treatment of employees, policies for conducting business with clients and business partners, environmental policies and interactions with government, communities and other key stakeholders. Fluor received the highest rating awarded. (See sidebar at right.)

## Basel Institute on Governance

Senior Director of Government Relations Philip Vaughn made a presentation and moderated a panel on *How to Make Collective Action Work* at the June 2014 annual conference of the Basel Institute on Governance, which houses the B20 Collective Action Hub. Participants included governance and ethics thought leaders and practitioners from Europe, Africa, Asia and the Americas.

## Pan American Task Force (UPADI)

Vice President of Corporate Compliance Wendy Hallgren participated in a panel discussion titled *Sustainable Infrastructure/Ethics in America* during the American Society of Engineers/Pan American Union of Engineering Organizations Task Force (Unión Panamericana de Asociaciones de Ingenieros) conference in Bolivia.

## ACI FCPA Conference

Vice President of Corporate Compliance Wendy Hallgren co-chaired the annual American Conference Institute Foreign Corrupt Practices Act (FCPA) conference in 2014. This gathering included enforcement officials from the U.S. Department of Justice, Securities and Exchange Commission, in-house and outside counsel for participating companies, compliance professionals, representatives of international organizations and financial experts. Hallgren used her leadership role to challenge attendees to act collectively to reduce corruption. "Without collective action," she said, "we'll never move the global needle for reducing corruption."

# Fluor Philippines Receives Highest Rating by Integrity Initiative

In 2014, Fluor Philippines earned the highest possible rating for its integrity practices from the Integrity Initiative, a private sector organization that aims to strengthen ethical standards in society.

"We have a very competitive market these days and our commitment to integrity can be a differentiator. We encourage all of our employees to make sure to always live and work with high ethical standards," said Angus Murray, Fluor Philippines Country Manager.

In May 2014, Fluor Philippines conducted a voluntary appraisal of its integrity practices using the Integrity Self Assessment Tool, which determines the rating and effectiveness of a company's integrity control measures.

The assessment included the company's top manager in the Philippines; its finances; how it treats employees, conducts business with clients, and deals with business partners; and how it interacts with government and community officials and other key stakeholders.

Fluor's integrity practices were rated "Advanced", with third-party auditors and anti-fraud analysts validating the results. To date, more than 20 large companies in the Philippines have conducted integrity assessment surveys. Of those 20, only eight have received an "Advanced" rating.



## World Bank

Lee Tashjian, Special Assistant to Fluor's Chairman and CEO, made a presentation at the World Bank's International Corruption Hunters Alliance conference. During this gathering of approximately 800 government officials who work in ethics and compliance, Tashjian discussed how the business community is actively seeking change in dealing with ethics and compliance issues by working together with NGOs.

## Asis-Pacific Economic Cooperation

Fluor organized and led a 21-country Asia-Pacific Economic Cooperation (APEC) conference and workshop in Manila, the Philippines in 2014. The conference focused on how governments can support private sector anti-corruption activities in the engineering and construction sector. Participants in the workshop developed the Manila Declaration, which outlines steps APEC governments can take to substantially advance the anti-corruption agenda. Work on the Manila Declaration will continue in 2015, with the development of a specific plan and timeline for APEC governments to implement the Declaration's recommendations.

The Declaration states: "We resolve to strengthen pragmatic anti-corruption cooperation, especially in key areas, such as denying safe haven, extraditing or repatriating corrupt officials, enhancing asset recovery efforts and protecting market order and integrity."

## Anti-Corruption Summit, Mumbai, India

General Manager of Fluor India, Arun Kumar Jain, presented a lecture titled *The Importance of Anti-Corruption Initiatives in the Engineering and Construction Industry* at the Anti-Corruption Summit in Mumbai, Maharashtra, India.

## G4-SO3

### RISK MANAGEMENT

All of our operations are assessed for corruption-related risks. Due to the nature and locations of our work, our two most significant corruption risks stem from the large number of third parties with whom we work and our frequent contact with governments around the world.

In addition to Fluor's enterprise risk management, Fluor's Compliance and Ethics Task Forces, led by a cross-section of business and functional subject matter experts, help assess and address the ethics and compliance risks, including corruption, of its enterprise-wide operations.

# The Importance of Anti-Corruption Initiatives In India

The success of any business hinges on having a competitive and uncompromised market. Corruption and the lack of transparency thwart the ability of firms to win business and drive up the cost of compliance.

Fluor understands that regular interaction and discussions with different stakeholders will yield practical insights on market access and compliance strategies. To that end, Fluor has worked with a broad spectrum of stakeholders to initiate anti-corruption programs in India.

Fluor and its employees have:

- Worked closely with the U.S. Department of Commerce and Confederation of Indian Industries to develop and adopt the New Delhi Principles, seven principles of international law which relate to sustainable development as a business ethics code.
- Organized roundtable conferences in Delhi and Mumbai to promote business integrity and compliance in engineering and construction.
- Shared learnings and best practices regarding sustainability with other American and Indian companies via the American Chamber of Commerce and the Confederation of Indian Industries.
- Worked closely with the American Chamber of Commerce on an anti-corruption initiative involving American companies operating in India.
- Been re-nominated to the Confederation Committee on Business Integrity and Governance for 2014-15.
- Participated with our client, BASF India, in a CEO roundtable titled *Business Case for Anti-Corruption in India: Call for Collective Action*. The roundtable, organized by the UN Global Compact, took place on Nov. 28, 2014, in Mumbai, India, and was moderated by Olajobi Makinwa, head of Transparency and Anti-Corruption Initiatives, UN Global Compact.
- Published an article titled *Transparency in Procurement in the Engineering and Construction Industry* in UN Global Compact India's publication *Business Case for Anti-Corruption in India - Principles, Economics and Application of Transparency Tools*.

Additionally, Fluor's Business Risk Management Framework is a formalized and systematic process for the company to assess, manage and monitor business risks, including corruption, across the company. For the projects we pursue, we proactively develop and implement mitigation strategies for risks, including corruption, that could affect our company and its stakeholders. Fluor also assesses the ethics and compliance risks, including corruption, of its joint ventures, mergers and acquisitions.

Bid/No Bid decisions on contracts are based on the analysis of a project's profile. This evaluation contains many specific questions focused on corruption, including:

- What is the location of the project?
- What is the business culture?
- What third parties are locally required?
- What are the government touch points?

Fluor will not pursue a project if it cannot be executed without violating the *Code of Business Conduct and Ethics*.

#### G4-56

### OUR CODE AND EXPECTATIONS

Our *Code of Business Conduct and Ethics* is known simply as *The Code* by our employees. It is the centerpiece of Fluor's commitment to conducting business throughout the world with the highest standards of business ethics. It is a resource for employees to use when they need information or guidance before making a business decision. All employees sign *The Code* when they begin their employment with Fluor and annually reaffirm in writing that they understand and are committed to it.

In 2014, senior management and the Board of Directors conducted their annual review of *The Code* and the U.S. Government Contracting supplement and approved updates to them. The updated code is located on the Fluor intranet and is in Arabic, Chinese, Dutch, English, Polish, Portuguese, Russian and Spanish.

#### G4-SO4

### COMMUNICATION AND TRAINING

In 2014, Fluor launched an internal social media site, *Fluor Compliance & Ethics*, to enhance real-time information sharing. The site features links to news articles, blogs, value-creation topics and newsletters and provides an opportunity for employees to ask questions or share information about ethics and compliance initiatives.

In addition, 31,313 salaried employees showed their commitment to *The Code* by completing the required annual ethics certification.

All of Fluor's salaried employees globally received training on *The Code*, including anti-corruption policies and practices and other key risk areas. In 2014, 7,315 new hires in the following regions were trained on *The Code*.

Region	Number of New Hires Trained
Africa	126
Americas	4,216
Asia	1,765
Australia	124
Europe	810
Middle East	274

Additionally in 2014, 23,053 employees took advantage of web-based ethics and compliance training modules, which included 21,214 who completed a conflict of interest course. Another 2,256 employees participated in face-to-face ethics and compliance training, including project-specific, anti-corruption training.

Fluor's board of directors was briefed in 2014 on Fluor's compliance and ethics program, including the company's risks, policies and procedures, training and initiatives.

## MONITORING

Fluor conducted its annual ethics certifications process in 2014. The company's salaried employees globally confirmed their understanding of and commitment to *The Code*. A key purpose of this practice is to give employees an additional opportunity to disclose ethical concerns or any potential conflicts of interest.

Additionally, Fluor's Internal Audit team conducted regular and special audits throughout the world, which included:

- An annual audit of Fluor's ethics and compliance program
- A special audit to detect fraud, theft, bribery and kickbacks
- An annual audit of certain elements of our anti-corruption program
- Audits of more than 30 locations, which included project ethics compliance interviews with project and business managers

## G4-57, G4-58

### SEEKING ADVICE AND REPORTING CONCERNS

It is of the highest importance to Fluor that employees seek guidance if they are ever unsure about the right thing to do in a business situation and that they are willing to readily report concerns about suspected unethical behavior. No employee has all the answers. At Fluor, we want employees and managers to know the right questions to ask, the right experts to consult and the right way to make decisions. If ever in doubt, Fluor personnel are instructed to ask:

- Is the behavior legal? Have I checked with the Legal Department or a company subject matter expert?
- Is the behavior in line with our core values: Safety, Integrity, Teamwork and Excellence?
- Does this behavior comply with *The Code* and other policies and practices?
- Am I involving the right people to review and help resolve the situation?
- What would my family, friends, manager or co-workers think about this behavior?
- Is this behavior fair to everyone involved?
- Would I feel comfortable if I read about my actions in a newspaper or had to explain them to a judge or jury?
- Could this behavior harm the company's reputation?

When concerns about integrity arise, employees are encouraged to go to their supervisors, local Human Resources manager or Fluor subject matter experts for advice. If their integrity concerns are not resolved, or they do not feel comfortable discussing them with anyone immediately involved, they can report their concerns by telephone or on-line to the Fluor Compliance and Ethics Hotline. Fluor employees can find additional information on how to report integrity concerns in *The Code*.



## ETHICS HOTLINE AND INVESTIGATIONS

Clients, partners, suppliers and subcontractors are encouraged to report any suspected misconduct involving or affecting Fluor, whether or not the concern involves the supplier or contractor, by contacting their Fluor representative, Fluor Chief Procurement Officer Mike Wheeler or Fluor's Compliance and Ethics Hotline.

Fluor's Compliance and Ethics Hotline enables employees, clients, partners, suppliers, subcontractors and others to communicate with a third-party resource 24 hours per day, seven days per week. The Hotline provides translation/interpretation support in more than 180 languages. Anonymous reports to the Hotline can be made where local law permits.

During 2014, a total of 732 reports concerning ethical behavior were received by the Hotline. In all cases where the concerns were substantiated, disciplinary and/or corrective actions were taken. Hotline and additional ethics and compliance investigation reports by category are shown on the circle graph.

Our goal is for every employee to feel confident in seeking advice and reporting any ethical concerns without fear of retaliation. Timely and thorough investigations are completed in order to maintain our high standards for ethics and compliance.

In 2014, Fluor updated our *Compliance and Ethics Policy Regarding Reporting, Investigations and Corrective Actions*, as well as our *Investigation Guidelines*, and reviewed our global hotline posters to verify accurate information and working hotline telephone numbers are available and visible at all offices, projects and other company locations.



# Governance

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

 G4-27

## OUR APPROACH


Fluor's board of directors annually reviews the company's corporate governance policies and practices, comparing them with those suggested by various corporate governance analysts and the practices of other public companies. The changes made to our governance principles in the last five years are indicative of the effectiveness of these reviews and the board's commitment to shareholder accountability. Enhancements include:

- Completed transition to declassified board: We have completed the process of declassifying our board of directors, with all members elected on an annual basis beginning with the 2014 annual meeting.
- Granted shareholders the right to call a special meeting: In 2012, Fluor's board, with the approval of shareholders, amended the company's Certificate of Incorporation to grant holders of at least 25 percent of outstanding shares of common stock the right to call a special meeting of shareholders.
- Removed supermajority provisions: Supermajority voting provisions were removed from our Certificate of Incorporation and bylaws and replaced with majority voting provisions.

 G4-26, G4-37, G4-53

## STAKEHOLDER ENGAGEMENT

Fluor engages with its shareholders on an annual basis and as questions arise on governance issues, including those related to executive compensation. We proactively seek input from shareholders on governance issues prior to our annual shareholder meeting and respond throughout the year to shareholder calls and letters. We also engage shareholders and others in the investment community through regular investor relations activities.

 G4-39, G4-40

## BOARD INDEPENDENCE AND DIVERSITY

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

Fluor believes directors should possess a diverse range of educational, business and cultural experiences, adding to the board's depth and breadth for the benefit of shareholders. Accordingly, directors have experience in industries in which the company operates, such as oil and gas, power and government contracting, or have particular skills that are beneficial to the company's business, such as knowledge of financial matters, risk oversight and compliance and familiarity with international markets.

 G4-38

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

More information on our board can be found in our Proxy Statement for the 2015 Annual Meeting of Stockholders filed with the U.S. Securities and Exchange Commission on March 9, 2015, which is available at [investor.fluor.com](http://investor.fluor.com).

# Health, Safety & Environment (HSE)

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

## OUR APPROACH

Our management approach to health, safety and environment includes comprehensive and aggressive goals that drive continuous improvement in our performance. Fluor's proven HSE Management System, comparable to ISO 14001, OHSAS 18001, ANSI Z-10 and the U.S. Occupational Safety and Health Administration (OSHA) Voluntary Protection Program, integrates the highest international standards into each project phase and verifies consistent performance. Fluor's sustainability process, highlighted in its *Sustainability Manual*, reflects the requirements of ISO 26000. In order to identify and apply best practices across all global operations, our HSE Management System is continually reviewed and enhanced. At Fluor, we begin every meeting of five or more people with a topic that focuses on our core HSE commitments.

Approximately 930 dedicated HSE professionals around the world direct the implementation of the company's HSE policies, management systems and procedures. Their areas of expertise include process safety in design, personnel safety, fire protection, field operations, environmental permitting, environmental impact assessments, consequence modeling, environmental monitoring, industrial hygiene, environmental mitigations and sustainability. Clients often take advantage of Fluor's ability to design and build environmentally friendly and safe capital projects using a sustainability approach that is detailed in Fluor's *Sustainability Manual*. The approach includes energy and resource efficiency, supplier diversity, anti-corruption practices, safety, community involvement, training, carbon management and green initiatives.

## G4-26, G4-27

### STAKEHOLDER ENGAGEMENT

Fluor engages with stakeholders on HSE-related issues as part of its day-to-day operations at facilities, job sites, fabrication yards and office locations around the world. When specific HSE issues arise, potential hazards are systematically evaluated, appropriate mitigation measures are specified and affected stakeholders, including clients, business partners and communities, are identified.

On specific projects and job sites, our clients typically lead stakeholder engagement efforts and Fluor provides client support for public hearings, town hall meetings and other activities.

Fluor engages employees on HSE policies and procedures through training and established communication tools, such as HSE email alerts and monthly updates, quarterly newsletters and articles posted on Fluor's intranet. All communications reinforce Fluor's HSE mindset, which calls for every employee to own and address any HSE issue that may arise.



## EMPLOYEES & COMMUNITIES

Each year, Fluor celebrates global HSE Week by engaging more than 100,000 clients, employees and contractors at 150 sites and offices around the world. The theme for 2014, *Many Roles, One Team: We are HSE!* focused on the roles and responsibilities we share in building a positive HSE culture. During the week, topics such as Management in Action, Hazard Recognition and Stop Work Authority were discussed around the globe. HSE Week activities included lunchtime learning and lectures by well-respected HSE leaders from Fluor and external organizations, games, demonstrations of equipment and techniques by experts and contests.

### G4-16

Fluor engages in collaborative partnerships with a number of industry and regulatory research and informational organizations. Fluor and its employees are associated with the following HSE-related organizations:

- American Institute of Chemical Engineers, Center for Chemical Process Safety (United States)
- American Society of Civil Engineers, Committee on Sustainability and Sustainable Engineering Education Program (United States)
- British Safety Council
- BuildSafe South Africa, Founding Member (South Africa)
- Conference Board Environmental, Health & Safety Council and Sustainability Council (United States)
- Construction Industry Institute's Safety Community of Practice (United States)
- Construction Industry Institute's Sustainability Community of Practice (United States)
- Construction Industry Institute's Research Team 301: Construction Safety
- Construction Industry Institute's Research Team 304: Sustainability during Construction
- Engineers Without Borders (International)
- International Organization for Standardization (ISO) 14001 and 14064 (Switzerland)
- International Facility Management Association
- Manufacturers Alliance for Productivity and Innovation, Environmental, Health & Safety Council (United States)
- Mary Kay O'Connor Process Safety Center (United States)
- National Association for Environmental Management (United States)
- National Safety Council (United States)
- Royal Society for the Prevention of Accidents (United Kingdom)
- U.S. Green Building Council (United States)
- World Business Council for Sustainable Development

## LEADERSHIP IN DESIGN AND INFRASTRUCTURE

Fluor took part in two research groups sponsored by the Construction Industry Institute (CII), with the two-year findings of each group presented at the 2014 CII Annual Conference.

Vice President of HSE, Jeff Ruebesam, participated on Research Team (RT) 301: Construction Safety, which studied lagging and leading indicators surrounding near misses. The team determined that near-miss events and conditions can be reported, analyzed and mitigated through a near-miss reporting program. Near-miss reporting was found to lower the OSHA Total Recordable Incident Rate, increase communication about and trust in safety measures for construction site personnel and further enable workers to identify hazardous conditions and unsafe worker behavior. Construction companies—specifically construction site personnel—will benefit from this research by learning to identify hazards and reduce workplace risks through near-miss reporting. Further, the RT 301 products usually will not add significantly to a project or company budget.

Senior Director of HSE & Sustainability, Nancy Kralik, chaired Research Team (RT) 304: Sustainability during Construction. Team members studied the construction phase implementation of practices, strategies and actions that address current and future environmental, social and economic needs, while considering capital project safety, quality, cost and schedule. RT 304 identified 54 unique actions that project teams can take during construction to enhance overall project sustainability. The team classified, gauged and modeled these construction-phase sustainability actions (CPSAs) to allow a project team to implement them strategically. An implementation work process, a spreadsheet-based CPSA screening tool and an additional guide book were developed in hard copy and in a Web “app” tool format. Collectively, these tools will help project teams assess strategy, study implementation and suggest quantifiable metrics for the construction phase of all their capital projects.

## HEALTH AND SAFETY

Successfully managing health and safety issues to the lowest possible risk levels is an essential component of our strategy and integral to the way we do business. Fluor continually evaluates its health and safety principles and procedures throughout its operations to ensure that they are world class. Fluor continues to be recognized as one of the safest contractors in the engineering and construction industry, and we thoroughly evaluate any cases regarding health and safety issues that occur to immediately identify areas for improvement. Monthly global group HSE conference calls take place with HSE members and Office Services members at all the major Fluor offices. HSE engineering leads participate in bi-monthly conference calls to review issues and enhance processes.

HSE created a tool to make HSE site walkthroughs easy. The new *Management-in-Action HSE Walkthrough Guide* is available as an interactive application for desktop and mobile devices.

 G4-LA6

### 2014 Health and Safety Performance

We are saddened to report that two tragic work-related incidents occurred in 2014, resulting in the loss of eight individuals. We have conducted a detailed root cause analysis for both of these incidents and have taken appropriate measures to prevent reoccurrence. We mourn the loss of these colleagues and sympathize with the families affected by these terrible events.

In 2014, we expanded the number of operations that are reflected in our company-wide HSE metrics to include all joint ventures for which we have the ability to both influence the development of the HSE Program and exert operational control over site activities.

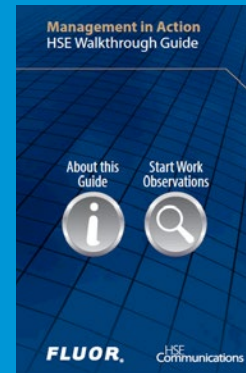


Image of Fluor's Online "Management-in-Action" guide

## Management HSE Walkthrough

A Management HSE Walkthrough is an examination of the workplace to assess how the site maintains HSE standards. A Management HSE Walkthrough is beneficial in several ways:

- It sends the message that Fluor values each employee's safety.
- Leaders can reinforce the importance they place on HSE.
- During an HSE Walkthrough, the leader has the opportunity to establish the expectation for HSE performance and positively affect the work site's HSE culture.
- When a leader is present, looking at safety and asking about safety, it sends a clear message about his or her priorities.
- A leader can experience the site's safety performance and gauge the site's HSE culture.

To further reinforce management's involvement with the HSE Walkthrough, Senior Vice President Juan G. Hernandez, says, "A leader's attention demonstrates what is important to him or her, and when the focus is on the health and safety of our people and our communities, employees take notice. This in turn cultivates an environment in which employees' behavior and shared beliefs foster a positive HSE culture."

Our office and field performance represented 332 million self-perform and subcontractor work hours in 2014. In those hours, we experienced a slight increase in the Total Case Incident Rate (TCIR) from 2013, but continued to outperform the average of our peers in the Construction Industry Institute (0.37). We also experienced a slight increase in our combined Days Away, Restricted and Transferred (DART) workday cases. The TCIR rate was 0.32 in 2014 and the DART rate was 0.14 per 200,000 global hours worked.

#### G4-LA7

### Health and Safety Engagement Program

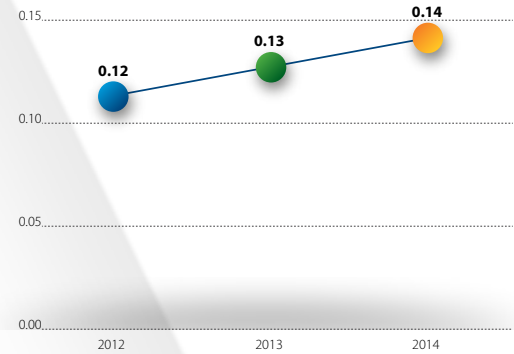
Along with making every effort to protect its workers from health and safety risks, Fluor also offers assistance programs, such as educational classes, counseling and prevention/risk control measures. These programs can help workers and their families around the world stay healthy and manage their health.

#### G4-LA8

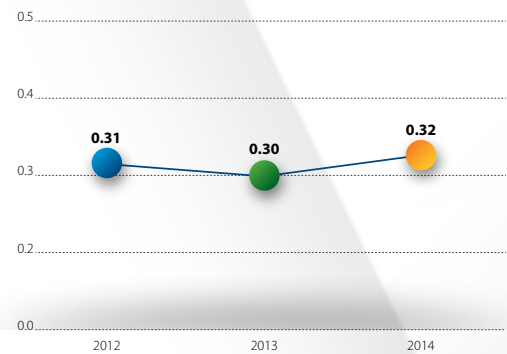
In addition to stressing the importance of HSE to employees, Fluor also collaborates with trade unions to help verify that all workers embrace our commitment to HSE matters. Prior to the start of U.S. and Canadian union projects, Fluor's Industrial Relations team holds pre-job conferences with members of the Building and Construction Trades Council to familiarize union representatives with the project and introduce key members of the project management team and subcontractors. Project work rules and environmental and safety regulations are provided to unions and employees and posted on job sites. By gaining alignment on health, safety and environmental issues in advance, projects benefit from a stronger start. The following health and safety topics are typically included in formal agreements with trade unions:

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

**DAYS AWAY OR TRANSFERRED CASES  
(PER 200,000 HOURS WORKED)**



**TOTAL RECORDABLE CASES  
(PER 200,000 HOURS WORKED)**



## Taking Heroic Action

In 1992, Fluor established the Safety Medallion Award program to encourage safety awareness among employees and contractors and to recognize outstanding efforts to protect our most valuable asset – our people. The program awards the Silver Medallion to employees who act to save a life and/or assist others in distress, on or off the job, and the Bronze Medallion to those avoiding injury with the correct use of personal protective equipment. During 2014, 23 people earned the Silver Medallion Award and one earned the Bronze Medallion Award. Since its inception, the program has honored 347 Silver Medallion and 71 Bronze Medallion recipients in its Hall of Fame.



## THE ENVIRONMENT

Fluor has a long-standing commitment to the UN Global Compact's Environmental Principles 7 through 9. We began tracking data related to these principles in 2004. For the 10th consecutive year, we received no significant monetary or other sanctions for non-compliance related to environmental issues. In 2014, we received Notices of Violation for three environmental issues at two projects. The first issue related to preparation of paperwork, the second related to performance of an inspection and the third related to commencement of construction prior to notification of coverage under a general permit. All of these issues resulted in a renewed focus on procedural compliance. No impact grievances were filed against our offices in the 2014 reporting period. In addition, Fluor had no significant spills in 2014.

G4-EN4, G4-EN15, G4-EN16, G4-EN17, G4-EN18

### Our Carbon Footprint

Fluor established its global carbon footprint in 2006 for its offices, vehicle fleets at those offices and air travel. The baseline excludes client project sites. The number of projects Fluor designs, constructs and maintains each year influences its total greenhouse gas (GHG) emissions. We follow the GHG Protocol standards for inventory over which Fluor maintains operational control. The basic unit of measure used throughout our GHG inventory is metric tons of equivalent carbon dioxide (tCO<sub>2</sub>e). Emission sources in Fluor's GHG inventory include electricity, steam and other stationary fuel consumption for Fluor's facilities, refrigerants used in building cooling systems, fleet vehicle fuel consumptions 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.

The process of measuring and reporting the carbon footprint of our facilities provides valuable information that is used to effectively manage our operations in an environmentally responsible manner. Fluor continues to identify appropriate ways to reduce carbon emissions through energy efficiencies, recycling activities, renovations and conservation efforts.

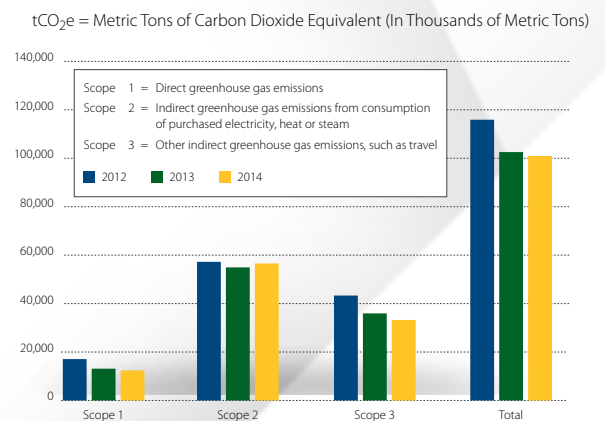
G4-EN5

To drive accountability and verify transparency in our global operations, we proactively report our GHG emission information to our stakeholders and the CDP, the world's largest database of corporate climate change information, for use by financial and policy decision-makers.

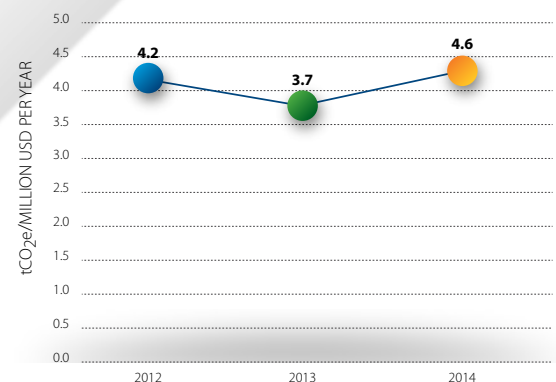
Fluor's absolute GHG emissions are shown in the chart to the right and reflect the complexity of opening, closing, expanding, consolidating and maintaining space in over 150 facilities around the globe. As we replace outdated equipment with more energy-efficient models, switch fuels and lease space in energy-efficient buildings, the result is reduced emissions. Our GHG emissions reflect space requirements based on business activity, so there will be a plateau in Scopes 1 and 2 emissions. Based on what we have experienced in the last several years, we may have reached that plateau.

Normalizing absolute GHG emissions by revenue, as shown in the chart to the right, is another approach to looking at the effect of efficiency measures that Fluor has implemented. A reduction in revenue has resulted in an increase in normalized emissions between 2013 and 2014. It should be noted that over the nine-year period that Fluor has collected data, there has been a 35 percent reduction in our normalized carbon footprint. We continue to evaluate opportunities to enhance sustainability, innovation and energy efficiency throughout all of our facilities.

### FLUOR'S CARBON FOOTPRINT



### GHG EMISSIONS NORMALIZED BY REVENUE



## Energy Efficiency

Fluor works to improve energy efficiency by lowering operating costs and integrating environmentally-friendly solutions in our approximately 150 facilities in 26 countries around the world. We work to meet or exceed the standards set by leading sustainability organizations.

### ***AMECO celebrates grand opening of its new Global Headquarters***

AMECO, an equipment, tools and fleet service provider and a subsidiary of Fluor, announced the grand opening of a new Greenville, South Carolina office building that has been designed to meet the U.S. Green Building Council requirements for Leadership in Energy and Environmental Design (LEED) certification. Sustainable features designed by Fluor engineers include little or no use of chlorofluorocarbons in HVAC equipment, water efficiency, regionally-acquired interior materials specified as low-emitting products and the use of a high level of recycled content.

### ***New Fluor Manila Office Sustainability Strategy***

The Fluor Manila Office Project is organized in two phases: Phase 1 for the base building and Phase 2 for the interior office fit-out. Phase 1 for this building, named Polaris, is scheduled to be completed in the fourth quarter of 2015 and Phase 2 in the first quarter of 2016. The building is located within a master-planned urban district reserved for office and mixed-use projects with a maximum high floor-area ratio. The surrounding streets, sidewalks and medians are lined with many mature trees and wide, landscaped sidewalks and outdoor cafes to promote foot travel. Fluor's building will provide an easily-accessible bicycle storage area and shower and changing facilities on the ground floor. In the Philippines, up to 80 percent of the total operating expenses of a commercial building come from costs associated with cooling. Fluor proposes to address this issue by employing variable refrigerant, volume-type air conditioning for all office areas. This system has multiple outdoor and indoor air conditioning units on each floor, instead of using an integrated chilled-water and cooling tower system. This will allow Fluor to employ multiple cooling zones for each floor and the machines will be activated to cool only their areas. The system will surpass the reliability, durability and efficiency of traditional systems, with features such as inverter-type compressors, low-wear motors for fans and variable frequency or variable speed drive motors.



*AMECO Building - Greenville, South Carolina, USA*

## More about LEED Certification

The Leadership in Energy and Environmental Design, better known as LEED, was created in 2000 and has become a cornerstone of building standards and environmental concerns. Fluor has numerous personnel who are LEED certified in many of its offices, even though LEED certification is not mandatory. Certification is a growing trend and the future path of the building industry, which positions these LEED certified professionals to make significant contributions in the area of energy and environmental design.



*Artist rendition of the new office building in Manila.*

### ***New Amsterdam Office Receives BREEAM Excellent Design Certificate***

Fluor received the Building Research Establishment - Environmental Assessment Method (BREEAM) Excellent Design Certificate for its new Amsterdam office building on September 20, 2014. Energy efficiency will help reduce the amount of carbon emissions generated from the building and significantly reduce operational costs and consumption of water and gas. This certification is also expected to enhance Fluor's reputation with clients seeking to identify, design and build green standards into their own facilities. The building is constructed in the sustainable Beukenhorst-Zuid business park near Amsterdam Schiphol Airport in the Netherlands.

For certification, buildings are scored by BREEAM in the following nine categories:

- Energy
- Health & Wellbeing
- Land Use & Ecology
- Management
- Materials
- Pollution
- Transport
- Waste
- Water

## More about BREEAM

BREEAM is a voluntary environmental assessment method and rating system for sustainable buildings. It sets a standard for best practice in sustainable building design, construction and operation and has become one of the most recognized measures of a building's environmental performance. To learn more about BREEAM, visit [www.breeam.nl](http://www.breeam.nl)

Scores are given per category and qualitative weighing is used to assess the total score. The energy category generates the most points, and Fluor scored very high in this category, with hot and cold storage and solar panels.

The new Amsterdam office building is certified for its design. This is the first step in achieving the overall BREEAM Excellent Design Certificate. The final score will be determined on completion of the building, including commissioning. The score of the Amsterdam office building is currently 72.37 percent, with 70 percent being the minimum score for the 'Excellent' level.



*Inside the new office building in Amsterdam, the Netherlands.*



## Fluor Office Buildings Earn 2014 EPA ENERGY STAR Certification

Fluor is proud of its recently-received Environmental Protection Agency (EPA) ENERGY STAR certifications for five of its office buildings in Houston, Texas; Greenville, South Carolina; and Aliso Viejo, California. The Energy Star certifications reflect our commitment to sustainability, as well as to the local and global environments. To be considered for ENERGY STAR certification, office properties must rank in the top 25 percent for energy efficiency compared to similar buildings and must be professionally verified to meet all current indoor environment standards. ENERGY STAR certified buildings typically use 35 percent less energy and have 35 percent lower carbon emissions than average buildings. Sustainability is a company-wide philosophy practiced throughout Fluor facilities worldwide. As a responsible corporate citizen, we are committed to adopting the best environmental methods wherever possible.



### Energy Efficiency Actions at Fluor Offices

#### G4-EN6, G4-EN19

With approximately seven million square feet (approximately 650,000 square meters) of office space in 26 countries, voluntary and diverse conservation, energy efficiency and environmental initiatives are providing cost-effective solutions and contributing significant value to the company. In 2014, Fluor integrated a variety of energy efficiency and conservation best practices into everyday operations, including replacement of lighting with LED fixtures, installation of new energy-efficient vertical turbine pumps and cooling towers, installation of new building management software allowing for optimal building performance and reduction in lighting at night and on weekends. It is anticipated that these initiatives will reduce energy consumption by 3.9 million kilowatt-hours (14,040 gigajoules) per year.

#### G4-EN3

Direct energy consumption by Fluor's facilities in 2014 was approximately 160,000 gigajoules (GJ) (approximately 44.5 million kilowatt-hour) for natural gas, diesel, gasoline, LPG, propane and heating oil. Indirect energy consumption was approximately 376,000 GJ (approximately 104.5 million kilowatt-hour) for electricity.

#### G4-EN30

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

## ENERGY STAR

ENERGY STAR is a joint certification program of the U.S. EPA and the U.S. Department of Energy. Certification is based on energy conservation, capital improvements and utility rebates over multiple years. EPA's ENERGY STAR partnership offers a proven energy management strategy that helps in measuring current energy performance, setting goals, tracking savings and rewarding improvements. EPA provides an innovative energy performance rating system which has already been used for more than 200,000 buildings across the country. EPA also recognizes top performing buildings with the ENERGY STAR. In 2012, Fluor became a partner in the ENERGY STAR® program. For more information, visit: [www.energystar.gov](http://www.energystar.gov)

## Recycling

All Fluor offices have active recycling programs. These sites recycled approximately 1,047 tons (950 tonnes) of paper in 2014, as well as 375 tons (340 tonnes) of cardboard and 120 tons (109 tonnes) of iron and steel. They also recycled approximately 722 tons (655 tonnes) of assorted bulk materials, including toner cartridges, glass containers, aluminum cans, tires, plastic containers and landscaping trimmings. That number includes almost 18.2 tons (16.5 tonnes) of plastic bottles, which reduces the consumption of energy and other natural resources while saving landfill space.

## Waste Reduction, Reuse and Conservation Initiatives

Waste reduction, reuse and conservation activities are an important part of Fluor's global HSE initiatives. On an ongoing basis, many of our offices donate furniture, office supplies, computers and other electronic equipment to schools, homes for the elderly and nonprofit organizations. In 2014, more than 61.7 tons (56 tonnes) of these office items were donated or reused rather than disposed in local landfills. In the Farnborough, United Kingdom office, almost 77.2 tons (70 tonnes) of general waste went to a plant that converts waste into energy for its customers. During renovations, furniture and materials are reused, as are low-emitting and recycled-content materials where possible. Instead of complete replacement, employees look for opportunities to minimize waste while making our offices safer. Our ongoing initiative to promote double-sided printing resulted in savings of approximately 63 tons (57 tonnes) of paper. Installation of low-flush valves, automatic faucet sensors and ice and water dispensers is anticipated to conserve 258,360 gallons (978,000 liters) of water.

## Recycling Paper

Recycling paper saves trees and landfill space. Fluor recycled approximately 1,047 tons (950 tonnes) of paper in 2014, which is equivalent to:

- 7.3 million gallons (27.6 million liters) of water saved
- 17,800 trees saved
- 3,500 cubic yards of landfill space avoided

### Sources:

[www.epa.gov/wastes/conserve/tools/localgov/benefits/](http://www.epa.gov/wastes/conserve/tools/localgov/benefits/)

[www.all-recycling-facts.com/recycling-statistics.html](http://www.all-recycling-facts.com/recycling-statistics.html)

## Recycling Aluminum

Recycling aluminum saves over 95 percent of the energy required to make the same amount of aluminum from virgin sources. In 2014, Fluor recycled over 86,000 aluminum cans weighing approximately 1.3 tons (1.2 tonnes), which is equivalent in energy savings to:

- A television running nonstop for 19.2 years
- A laptop computer running nonstop for 51 years
- 10,760 pounds (4,881 kg) of bauxite saved
- 48.6 barrels of oil or 2,248 gallons (8,510 liters) of gasoline saved

### Sources:

[www.waste.supportportal.com/link/portal/23002/23023/Article/17257/How-does-recycling-save-energy](http://www.waste.supportportal.com/link/portal/23002/23023/Article/17257/How-does-recycling-save-energy)

[www.epa.gov/wastes/conserve/tools/iwarm/?ga=1.122020427.1748380827.1424985470](http://www.epa.gov/wastes/conserve/tools/iwarm/?ga=1.122020427.1748380827.1424985470)

[www.state.nj.us/dep/dshw/recycling/env\\_benefits.htm](http://www.state.nj.us/dep/dshw/recycling/env_benefits.htm)

## FLUOR'S SUSTAINABILITY EXPERTISE BENEFITS ITS CLIENTS

Fluor has proven experience in helping clients achieve HSE compliance and sustainability goals in the most efficient and cost-effective manner. Fluor's expertise in this arena is demonstrated in the following examples and in the project profiles in Appendix B.

Fluor's Power Group is constructing a natural gas-fueled power station in Brunswick County, Virginia. The Power Station site team has initiated and executed environmental and sustainability activities throughout the life of the project. The site recycles all batteries, including lithium, Ni-Cd and alkaline. Concrete washout materials are returned to the concrete batch plant for recycling as opposed to disposal. Supporting the local community, the Brunswick site has donated welding supplies to the local community college for training purposes instead of disposing of them. The site has also donated nearly 1,000 cubic yards (765 cubic meters) of soil to local farmers and for the construction of a Little League® baseball field.

While building the new Tappan Zee Bridge in New York, which crosses the Hudson River at one of its widest points, Fluor's Infrastructure Group aided peregrine falcons in the area.

A pair of peregrine falcons inhabited the man-made nest box within the steel superstructure of the existing Tappan Zee Bridge to prepare for the nesting season. The falcons became proud parents in April, and the young chicks took their first flights in early June.

The chicks remained around the nest throughout the early summer as they learned to hunt and survive on their own. They were also tagged with identifying bands by the New York State Department of Environmental Conservation (DEC). The bands, placed on the fledglings' ankles, will allow the project team and DEC to identify them and track their health and migration habits. The nest box will eventually be relocated to a new perch in the towers of the new bridge.



*Three falcon chicks were born in the Tappan Zee Bridge nest box in 2013. The New York State Department of Environmental Conservation has named them; Skylar, Shea and Nina. (Photo courtesy of New York Department of Environmental Conservation)*

## Recycling Steel

Recycling steel saves energy and natural resources. In 2014, Fluor recycled almost 109 metric tons of steel, which is equivalent to:

- Conserving 300,000 pounds (136,077 kg) of iron ore
- Conserving 168,000 pounds (76,203 kg) of coal
- Conserving 14,000 pounds (6,350 kg) of limestone

### Sources:

[www.recycle-steel.org/Recycling%20Resources/Buy%20Recycled.aspx](http://www.recycle-steel.org/Recycling%20Resources/Buy%20Recycled.aspx)

[www.umass.edu/recycle/recycling\\_benefits.shtml](http://www.umass.edu/recycle/recycling_benefits.shtml)

## 2014 HSE CERTIFICATIONS

A number of Fluor facilities and projects were certified or recertified by standard-setting entities in 2014.

- AMECO Chile (Santiago), ISO 14001 and OHSAS 18001 (AMECO is a subsidiary of Fluor)
- Fluor Abu Dhabi, ISO 14001 and OHSAS 18001: 2007
- Fluor Chile (Santiago), ISO 14001:2004 and OHSAS 18001: 2007
- Fluor Gliwice, Polish Standard OHSAS PN-N-18001: 2004



# Supply Chain & Procurement

Fluor believes a diverse, sustainable supply chain is vital to its success as an integrated solutions provider of challenging projects for clients around the world. We maintain a global supply chain network and have subcontractor and supplier transactions in over 80 countries around the world.

## OUR APPROACH

Fluor's procurement organization managed billions of dollars in 2014 via construction contracts and equipment, materials and indirect procurement transactions. Our supply chain professionals, strategically positioned around the globe, use advanced sourcing methods, market intelligence and global purchasing volume to help Fluor drive value-added cost, schedule and quality certainty for its clients' capital projects.

### G4-LA14

Project-related procurement activities begin with the receipt of a client's invitation to bid on a new project and continue through the project lifecycle, often including procurement activity relating to the operation and maintenance of a client's assets. Fluor uses comprehensive pre-award risk assessments via subcontractor and supplier pre-qualification, bid evaluation and award to minimize the risk involved in the transactions undertaken and to verify that Fluor corporate policies pertaining to supply chain engagement are followed. Fluor Request For Proposal Quotation packages require all bidders to either adopt Fluor's Sustainability Program or develop one of their own. If a bidder elects to follow its own sustainability program, it must be reasonably aligned with Fluor's, meeting or exceeding Fluor's standards. As part of their proposals, bidders are required to submit a draft sustainability plan that is specific to the project and local, national and international sustainability-related rules, regulations, standards and codes, as applicable. The plan should account for all reasonable steps to protect lives, safeguard the environment, conserve energy and strengthen the economies and social structures of communities where employees work and live.

Fluor's sustainability program, as described to subcontractors and suppliers, covers the following three areas:

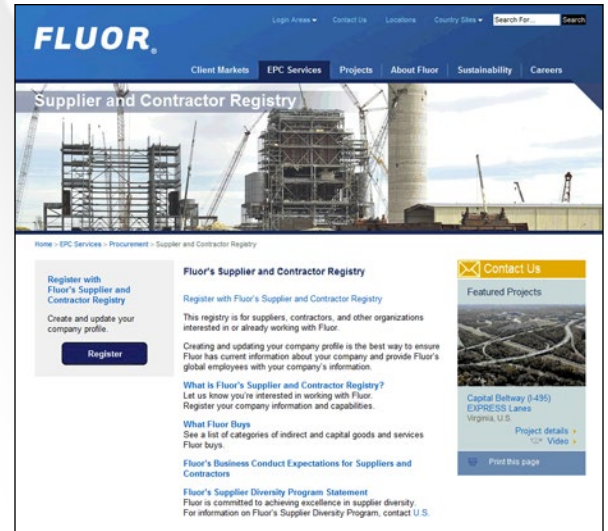
- Social (Progress): Including health, safety, education, democracy, housing, crime prevention, leisure, diversity and inclusion, human rights, labor standards, community impact and interaction and working conditions.
- Economic (Growth): Including wages, employment, trade, investment, business practices, innovation, revenues, earnings and shareholder return.
- Environmental (Stewardship): Including efficient use and reuse of natural resources, recycling, air, water, and soil quality, protection of wildlife habitats, emissions reduction, regulatory compliance and biodiversity.

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

#### G4-LA14

Our subcontractors and suppliers are required to comply with Fluor's *Business Conduct and Ethics Expectations for Suppliers and Contractors*, which addresses, among other areas, health, safety, environmental stewardship, human rights and employment practices, financial and operational controls, conflicts of interest, bribery and trade controls. We closely monitor these areas to verify compliance with our rules and requirements during our business relationships.

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



*Fluor's Supplier and Contractor Registry*  
[fluor.com/epc-services/procurement/supplier-and-contractor-registry/pages/default.aspx](http://fluor.com/epc-services/procurement/supplier-and-contractor-registry/pages/default.aspx)

Fluor also has specific policies, programs and management systems to identify opportunities to maximize our sustainability footprint and manage diverse subcontractors and suppliers. We have a company-wide initiative specifically geared to educating and more rigorously engaging our employees on the company's Supplier Diversity Program and policies. More recently, we have developed a Supplier Diversity Education and Mentoring Subcommittee, with a charter to communicate how to do business with Fluor via business strategy sessions with the supplier community. Fluor supply chain leaders attend these sessions and take diverse subcontractors and suppliers through the pre-screening, pre-qualification and bid processes.

#### G4-26, G4-27

##### **STAKEHOLDER ENGAGEMENT**

As part of its supply chain-related activities, Fluor routinely engages suppliers, clients, employees, communities and various business organizations to address project proposal opportunities, project requirements, prime contract compliance, bidding opportunities for suppliers and subcontractors and project execution performance. Proposal and project activities, client contractual requirements, established Fluor work processes and other criteria influence the frequency and nature of the engagement.

#### G4-16

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

- Houston Minority Supplier Diversity Council (United States)
- Institute for Supply Management (United States)
- National Minority Supplier Development Council, corporate member (United States)
- Oil and Gas Diversity Council (United States)
- Women's Business Enterprise National Council (United States)
- Women's Enterprise Alliance Council, corporate committees (United States)
- U.S. Small Business Administration

## SUPPLY CHAIN OVERVIEW

The procurement supply chain organization at Fluor includes contract management, material management, commercial strategies, procurement systems, logistics and trade compliance and indirect procurement. Our extended supply chain has approximately 18,000 subcontractors and suppliers engaged in bidding activities with our supply chain organization, which resulted in an estimated 30,000 awards in 2014. Our supply chain also includes licensors, brokers, consultants, specialist contractors, independent contractors, fabricators and manufacturers.

## SUPPLIER DIVERSITY

Fluor's Supplier Diversity Program is a proactive business initiative that seeks to expand the opportunities available to diverse subcontractors and suppliers, building on our combined strengths to drive mutual success. Diverse markets are best served by correspondingly diverse resources, including subcontractors and suppliers. Like employee diversity, we believe that diversity in our supply chain creates a solid platform to allow Fluor to handle the challenges of a continually evolving global market.

## G4-EC9

Signed by our Chairman and CEO, David T. Seaton, and Executive Vice President of Systems and Supply Chain, Ray Barnard, Fluor's Supplier Diversity Policy, as stated earlier, is a proactive business initiative that confirms our company's commitment to fair business practices and enables us to sustain a diverse supply base.

In 2014, Fluor spent approximately \$660 million with U.S. small, minority and women-owned businesses, or approximately 25 percent of the \$2.6 billion spent with U.S.-based suppliers and subcontractors. The minority and women owned business spend during the same period was \$395 million in the United States. Globally, Fluor spent over \$15 billion with subcontractors and suppliers in 2014.

Fluor identifies diverse businesses by using company databases and participating in trade fairs, workshops, conferences and conventions; working with national and regional diversity councils and U.S. Small Business Administration (SBA) offices; as well as coordinating and participating in business recruitment conferences and minority business opportunity days. Fluor maintains subcontractor and supplier information through its online supplier registration tool, *Supplier and Contractor Online Registry*. For subcontractors and suppliers, registration is intuitive and user-friendly. Currently, more than 10,000 subcontractors and suppliers are registered in this database.

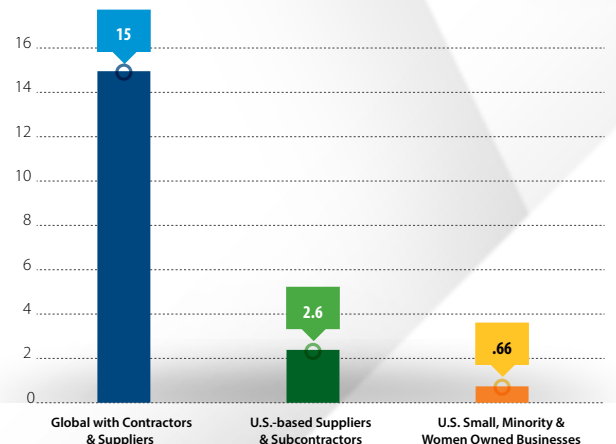
In addition to its membership in organizations such as the National Minority Supplier Development Council and the Women's Business Enterprise National Council, Fluor actively participates in regional business councils in the U.S. and company executives serve on boards and committees of these organizations. Fluor also supports U.S. federal programs associated with the SBA, Department of Defense, Department of Energy and others by participating in and sponsoring subcontractor and supplier outreach and networking events.

**Getting things right.**

trust,  
integrity,  
honesty,  
courage,  
respect,  
transparency,  
accountability

**FLUOR'S BUSINESS CONDUCT AND ETHICS EXPECTATIONS FOR SUPPLIERS AND CONTRACTORS**

FLUOR'S 2014 TOTAL SPEND  
(DOLLARS IN U.S. BILLIONS)



Fluor's U.S. Supplier Diversity Program is led by a cross-functional advisory board comprising Fluor executives from sales, supply chain construction, government relations, engineering, community relations and other areas. In addition to steering the overall direction of the program, board members serve as liaisons to the following:

- Recruitment, which promotes and encourages involvement in Fluor's Supplier Diversity Program, as well as coordinates attendance and participation at events hosted by diverse business councils in Texas, South Carolina and Southern California.
- Events, which plans educational events for diverse suppliers designed to provide all parties with a greater knowledge of available business resources and to formally recognize diverse business enterprises that have contributed to accomplishing various goals within Fluor's Supplier Diversity Program.
- Project Status, which keeps all supplier diversity champions and committee members informed of U.S. project activities, including sourcing and supplier diversity or local content needs.
- Education, which trains new Fluor Supplier Diversity Program champions and advocates, as well as diverse business owners, and facilitates connections with diverse subcontractors, suppliers and discipline-appropriate Fluor personnel.





# APPENDIX A GLOBAL REPORTING INITIATIVES (GRI) CONTENT INDEX

- General Standard Disclosures
- Specific Standard Disclosures
  - Economic
  - Environmental
  - Social



By self-declaration, Fluor 2014 Sustainability Report is in accordance with the Global Reporting Initiative's G4 Core Guidelines. For a full explanation of the GRI guidelines, visit [www.globalreporting.org](http://www.globalreporting.org).

The Proxy Statement refers to Fluor's Proxy Statement for the 2015 Annual Meeting of Stockholders, available at [investor.fluor.com](http://investor.fluor.com).

The Fluor 2014 Annual Report and Form 10-K are available at [investor.fluor.com](http://investor.fluor.com).

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

## GENERAL STANDARD DISCLOSURES

Strategy and Analysis		Location	Explanatory Note	Reporting Level
G4-1	Statement from the most senior decision-maker of the organization.	Chairman & CEO Letter, Pgs. 4-5		●
G4-2	Description of key impacts, risks and opportunities.	Chairman & CEO Letter, Pgs. 4-5 <a href="#">2014 Annual Report on Form 10-K</a>		●
Organizational Profile		Location	Explanatory Note	Reporting Level
G4-3	Name of the organization	About the Company, Pg. 6	Fluor Corporation	●
G4-4	Primary brands, products, and services	About the Company, Pg. 6 <a href="#">2014 Annual Report on Form 10-K</a> , Pgs. 1-8		●
G4-5	Location of the organization's headquarters	About the Company, Pg. 6		●
G4-6	Number of countries where the organization operates and names	About the Company, Pg. 6 <a href="#">2014 Annual Report on Form 10-K</a> on Form 10-K, Pgs. 25-26		●
G4-7	Nature of ownership and legal form	About the Company, Pg. 6 <a href="#">2014 Annual Report on Form 10-K</a> on Exhibit 21	Fluor is a publicly traded company.	●
G4-8	Markets served	<a href="#">2014 Annual Report on Form 10-K</a> , Pgs. 1-8		●
G4-9	Scale of the organization	About the Company, Pgs. 7-9 <a href="#">2014 Annual Report on Form 10-K</a> , Pgs. 8, 11, 29		●
G4-10	Size and demographics of the workforce	About the Company, Pgs. 9-10	Complete data are not available.	◐
G4-11	Percentage of total employees covered by collective bargaining agreements	Employees & Workplace, Pg. 23	Data are available for Fluor's U.S. operations only.	◐
G4-12	Organization's supply chain	Supply Chain & Procurement, Pg. 48		●
G4-13	Significant changes during the reporting period regarding the organization's size, structure, ownership or its supply chain	About the Company, Pg. 9		●
G4-14	Address how the precautionary approach or principle is addressed by the organization		As a service provider, Fluor does not manufacture or sell products. During the course of our contracted work for clients, Fluor offers designs to help reduce environmental impacts from clients' operations.	N/A

## GENERAL STANDARD DISCLOSURES

Organizational Profile Continued		Location	Explanatory Note	Reporting Level
G4-15	Externally developed economic, environmental and social charters, principles or other initiatives to which the organization subscribes or which it endorses	About the Company, Pg. 10 About the Report, Pg.11 Health, Safety & Environment, Pg. 39		●
G4-16	Memberships of associations and national or international advocacy organizations in which the organization is involved	About the Company, Pg. 10 Community & Social Services, Pg. 18 Employee & Workplace, Pg. 21 Ethics & Compliance, Pg. 28 Health, Safety & Environment, Pg. 36 Supply Chain & Procurement, Pg. 47		●
Identified Material Aspects and Boundaries		Location	Explanatory Note	Reporting Level
G4-17	Entities included in the organization's consolidated financial statements and those not included	<a href="#">2014 Annual Report on Form 10-K</a> , Exhibit 21, About the Company, Pg. 6	A list of all entities in which Fluor holds an interest is included in Exhibit 21 of Fluor's <a href="#">2014 Annual Report on Form 10-K</a> . Not all of these entities are included in Fluor Corporation's consolidated financial statements.	●
G4-18	Process for defining the report content and the Aspect Boundaries	About the Report, Pgs. 11-12		●
G4-19	Material aspects identified in the process for defining report content	About the Report, Pg. 12		●
G4-20	Aspect Boundary for material aspects within the organization	About the Report, Pgs. 12-13		●
G4-21	Aspect Boundary for material aspects outside the organization	About the Report, Pgs. 12-13		●
G4-22	Effect of any restatements of information provided in previous reports	About the Report, Pg. 12		●
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	About the Report, Pg. 12		●
Stakeholder Engagement		Location	Explanatory Note	Reporting Level
G4-24	Stakeholder groups engaged by the organization	About the Company, Pg. 9		●
G4-25	Basis for identification and selection of stakeholders with whom to engage	About the Company, Pg. 9		●
G4-26	Organization's approach to stakeholder engagement	Community & Social Service, Pg. 18 Employees & Workplace, Pg. 21 Ethics & Compliance, Pg. 27 Governance, Pg. 34 Health, Safety & Environment, Pg. 35 Supply Chain & Procurement, Pg. 47	Fluor engages with stakeholders on a day-to-day basis at job sites, fabrication yards, facilities and offices globally.	●

## GENERAL STANDARD DISCLOSURES

Stakeholder Engagement Continued		Location	Explanatory Note	Reporting Level
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and response to key topics and concerns	Community & Social Service, Pg. 18 Employees & Workplace, Pg. 21 Ethics & Compliance, Pg. 27 Governance, Pg. 34 Health, Safety & Environment, Pg. 35 Supply Chain & Procurement, Pg. 47	Any concern is resolved as soon as possible.	●
Report Profile		Location	Explanatory Note	Reporting Level
G4-28	Reporting period	About the Report, Pg. 11		●
G4-29	Date of most recent previous report	About the Report, Pg. 11	2013 Fluor Sustainability Report	●
G4-30	Reporting cycle	About the Report, Pg. 11		●
G4-31	Contact point for questions regarding the report or its contents	About the Report, Pg. 12		●
G4-32	Report the GRI Content Index and 'in accordance' option chosen by the organization	About the Report, Pg. 12		●
G4-33	Organization's policy and current practice with regard to seeking external assurance for the report	About the Report, Pg. 12		●
Governance		Location	Explanatory Note	Reporting Level
G4-34	Governance structure of the organization	<a href="#">Proxy Statement</a> , Pgs. 11-16	See pages 11-16 of Fluor's <a href="#">Proxy Statement</a> for our Board and committee structure. No committee has specific responsibility for decision-making on economic, environmental or social impacts. Additional information on Fluor's Corporate Governance Guidelines and committee charters is available on our website at <a href="http://investor.fluor.com">investor.fluor.com</a> .	●
G4-35	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees	<a href="#">Proxy Statement</a> , Pgs. 10-11	Within the context of corporate, functional and business units, we analyze and monitor a full spectrum of economic, environmental and social risks as part of our ongoing operations.	●
G4-36	If the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body		No executive-level positions of this nature with these specific responsibilities currently exists at Fluor.	○



## GENERAL STANDARD DISCLOSURES

Governance Continued		Location	Explanatory Note	Reporting Level
G4-37	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics	<a href="#">Proxy Statement</a> , Pgs. 17-18 Governance, Pg. 34	See Page 17-18 of Fluor's Proxy Statement, which describes how stakeholders may communicate with the Board of Directors, generally.	●
G4-38	Composition of the highest governance body and its committees	Governance, Pg. 34 <a href="#">Proxy Statement</a> , Pgs. 2-8, 13-16	See pages 13-16 of Fluor's <a href="#">Proxy Statement</a> . A description of our director's qualifications can be found on pages 2-8 of Fluor's Proxy Statement	●
G4-39	Report if Chair of the highest governance body is also an executive officer	Governance, Pg. 34 <a href="#">Proxy Statement</a> , Pg. 11	See page 11 of Fluor's <a href="#">Proxy Statement</a> .	●
G4-40	Nomination and selection processes for the highest governance body and its committees, and the criteria used	Governance, Pg. 34 <a href="#">Proxy Statement</a> , Pgs. 16-17	See pages 16-17 of Fluor's <a href="#">Proxy Statement</a> .	●
G4-41	Highest governance body to verify conflicts of interest are avoided and managed and if they are disclosed	<a href="#">Proxy Statement</a> , Pgs. 17-18	See pages 17-18 of Fluor's Proxy Statement for a discussion of the company's policies regarding related party transactions involving directors or executive officers of the company. Fluor's <i>Code of Business Conduct and Ethics for Members of the Board of Directors and Code of Business Conduct and Ethics</i> , relating to directors and employees of Fluor, respectively, are available on the company's website <a href="http://fluor.com">fluor.com</a> .	●
G4-42	Highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies and goals related to economic, environmental and social impacts	About The Report, Pg. 12	Fluor's Sustainability Committee has representation from senior executive management; Ethics & Compliance; Community Relations; Corporate Affairs; Facilities; Governance; Government Relations; Health, Safety & Environment (HSE); Human Resources; Investor Relations; Law; Sales; Supply Chain & Procurement; and Strategic Planning.	●
G4-43	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics	<a href="#">Proxy Statement</a> , Pg. 11	Quarterly reports are provided to the Board, which may include economic, environmental and social topics.	◐
G4-44	Processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics	<a href="#">Proxy Statement</a> , Pg. 12	See page 12 of Fluor's <a href="#">Proxy Statement</a> , with regard to the self-evaluation process for Fluor's Board. The Board's performance with respect to environmental and social performance/issues is not separately evaluated.	◐
G4-45	Highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities	<a href="#">Proxy Statement</a> , Pgs. 10-11	See pages 10-11 of Fluor's <a href="#">Proxy Statement</a> , for a discussion of the Board's role in risk oversight.	◐

## GENERAL STANDARD DISCLOSURES

Governance Continued		Location	Explanatory Note	Reporting Level
G4-46	Highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics	<a href="#">Proxy Statement</a> , Pgs. 10-11	See pages 10-11 of Fluor's <a href="#">Proxy Statement</a> , for a discussion of the Board's role in risk oversight.	■
G4-47	Frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities	<a href="#">Proxy Statement</a> , Pgs. 10-11	See pages 10-11 of Fluor's <a href="#">Proxy Statement</a> , for a discussion of the Board's role in risk oversight.	■
G4-48	Highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered	About the Report, Pgs. 11-12		●
G4-49	Process for communicating critical concerns to the highest governance body	<a href="#">Proxy Statement</a> , Pg. 18	Critical concerns, if any, are raised at quarterly meetings of the Board of Directors or otherwise as necessary.	■
G4-50	Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them	<a href="#">2014 Annual Report</a> , Pgs.12-25	As a public company, Fluor makes disclosures regarding critical concerns as required by the U.S. Securities and Exchange Commission. No additional reporting is made in the Sustainability Report, as the information is confidential.	■
G4-51	Remuneration policies for the highest governance body and senior executives	<a href="#">Proxy Statement</a> , Pgs. 21-40	See pages 21-40 of Fluor's <a href="#">Proxy Statement</a> . Fluor reports actual compensation for only certain executives as required by the proxy rules, but the policies reported (including performance criteria) are generally the same for other senior executives.	●
G4-52	Process for determining remuneration and if remuneration consultants are involved in determining remuneration and whether they are independent of management	<a href="#">Proxy Statement</a> , Pgs. 15-16, 36-39	See pages 15-16 and 36-39 of Fluor's <a href="#">Proxy Statement</a> , for a discussion of how compensation is determined and the Organization & Compensation Committee's relationship with an independent compensation consultant.	●
G4-53	Stakeholders' views are sought and taken into account regarding remuneration	Governance, Pg. 34 <a href="#">Proxy Statement</a> , Pg. 39	See page 39 of Fluor's <a href="#">Proxy Statement</a> , for a discussion of Fluor's Say On Pay vote and the Board's response.	■
G4-54	Ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees		Not reported. This information is not currently available as it is not required to be disclosed in our public filings.	○
G4-55	Ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees		Not reported. This information is not currently available as it is not required to be disclosed in our public filings.	○

## GENERAL STANDARD DISCLOSURES

Ethics and Integrity		Location	Explanatory Note	Reporting Level
G4-56	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	Ethics & Compliance, Pg. 31		●
G4-57	Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity	Ethics & Compliance, Pg. 32		●
G4-58	Internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity	Ethics & Compliance, Pg. 32		●

## SPECIFIC STANDARD DISCLOSURES

## ECONOMIC

Aspect: Economic Performance		Location	Explanatory Note	Reporting Level
G4-EC1	Direct economic value generated and distributed	About the Company, Pgs. 7-8 Community & Social Services, Pgs. 17, 19 <a href="#">2014 Annual Report on Form 10-K</a> , Pg. 29	For full-year 2014 financial information, see <a href="#">2014 Annual Report on Form 10-K</a> available at <a href="http://investor.fluor.com">investor.fluor.com</a> . Fluor does not disclose employee wages and benefits or EVG&D by country due to competitive reasons.	■
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	<a href="#">2014 Annual Report on Form 10-K</a> , Pg. 25	Financial impacts are not reported. See page 25 of Fluor's <a href="#">2014 Annual Report on Form 10-K</a> , for publicly available information on this topic.	■
G4-EC3	Coverage of the organization's defined benefit plan obligations	<a href="#">2014 Annual Report on Form 10-K</a> Pg. 34	See page 34 of <a href="#">2014 Annual Report on Form 10-K</a> .	●
G4-EC4	Financial assistance received from government	<a href="#">2014 Annual Report on Form 10-K</a> , Pg. 39	It is important to note that the government is not a shareholder. Fluor Spain received the Family Responsible Company Certificate awarded by the Mas Familia (More Family) Foundation. Companies that receive this certificate align with best practices for work life balance and for respecting the private lives of employees.	■
Aspect: Market Presence		Location	Explanatory Note	Reporting Level
G4-EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	Employees & Workplace, Pg. 24		■
G4-EC6	Proportion of senior management hired from the local community at significant locations of operation	Employees & Workplace, Pg. 24	Complete data are not available.	■

## GENERAL STANDARD DISCLOSURES

Aspect: Indirect Economic Impacts		Location	Explanatory Note	Reporting Level
G4-EC7	Development and impact of infrastructure investments and services supported	Community & Social Services, Pg. 19		●
G4-EC8	Significant indirect economic impacts, including the extent of impacts	Community & Social Services, Pg. 20		●
Aspect: Procurement Practices		Location	Explanatory Note	Reporting Level
G4-EC9	Proportion of spending on local suppliers at significant locations of operation	Supply Chain & Procurement, Pg. 48		●

## ENVIRONMENTAL

Aspect: Materials		Location	Explanatory Note	Reporting Level
G4-EN1	Materials used by weight or volume		Not reported; Fluor does not manufacture products.	N/A
G4-EN2	Percent of materials used that are recycled input materials		Not reported; Fluor does not manufacture products.	N/A
Aspect: Energy		Location	Explanatory Note	Reporting Level
G4-EN3	Energy consumption within the organization	Health, Safety & Environment, Pg. 42	Fluor measures energy use at Fluor global offices.	●
G4-EN4	Energy consumption outside of the organization	Health, Safety & Environment, Pg. 39	Fluor measures air travel as Scope 3 emissions.	●
G4-EN5	Energy intensity	Health, Safety & Environment, Pg. 39	Fluor reports intensity through greenhouse gas emissions per revenue	●
G4-EN6	Reduction of energy consumption	Health, Safety & Environment, Pg. 42	All Fluor offices consider opportunities to make offices more sustainable - starting with energy use and continuing through the spectrum of sustainable action for facilities and the communities.	●
G4-EN7	Reductions in energy requirements of products and services	Project Profiles Pgs. 68-70, 75-76		●
Aspect: Water		Location	Explanatory Note	Reporting Level
G4-EN8	Total water withdrawal by source		Water use in Fluor global offices comes from local water authorities.	○
G4-EN9	Water sources significantly affected by withdrawal of water		Water use in Fluor global offices comes from local water authorities.	○
G4-EN10	Percentage and total volume of water recycled and reused		Water use in Fluor global offices comes from local water authorities.	○
Aspect: Biodiversity		Location	Explanatory Note	Reporting Level
G4-EN11	Operational sites owned, leased, managed in or adjacent to, protected areas and areas of high biodiversity value outside protected areas		Fluor offices are located in urban environments that usually do not have a biodiversity value.	○



## GENERAL STANDARD DISCLOSURES

Aspect: Biodiversity Continued		Location	Explanatory Note	Reporting Level
G4-EN12	Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas		Fluor offices are located in urban environments that usually do not have a biodiversity value.	○
G4-EN13	Habitats protected or restored		Fluor offices are located in urban environments that usually do not have a biodiversity value.	○
G4-EN14	Total number of IUCM red list species and national conservation list species with habitats in areas affected by operations, by level of extinction risk		Fluor offices are located in urban environments that usually do not have a biodiversity value.	○
Aspect: Emissions		Location	Explanatory Note	Reporting Level
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	Health, Safety & Environment, Pg. 39		●
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	Health, Safety & Environment, Pg. 39		●
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	Health, Safety & Environment, Pg. 39		●
G4-EN18	Greenhouse Gas (GHG) emissions intensity	Health, Safety & Environment, Pg. 39	GHG emissions intensity is measured using total Scope 1, 2, and 3 emissions per revenue.	●
G4-EN19	Reduction of greenhouse gas (GHG) emissions	Health, Safety & Environment, Pg. 42	All Fluor offices consider opportunities to make offices more sustainable - starting with energy use and continuing through the spectrum of sustainable action for facilities and the communities.	●
G4-EN20	Emissions of ozone-depleting substances (ODS)		These emissions from our global offices are expected to be insignificant.	○
G4-EN21	NO <sub>x</sub> , SO <sub>x</sub> , and other significant air emissions		Data are not collected.	○
Aspect: Effluents and Waste		Location	Explanatory Note	Reporting Level
G4-EN22	Total water discharge by quality and destination		Water from our global offices is discharged to local entities.	○
G4-EN23	Total weight by type and disposal method	Health, Safety & Environment, Pg. 43	Fluor practices waste reduction, reuse and recycling at our global office locations.	●
G4-EN24	Total number and volume of significant spills	Health, Safety & Environment, Pg. 39		●
G4-EN25	Weight of transported, imported, exported or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally		Fluor doesn't expect to generate any wastes covered by the Basel Convention.	○
G4-EN26	Identity, size, protected status and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff		Water from our global offices is discharged to local entities.	○

GENERAL STANDARD DISCLOSURES				
Aspect: Products and Services		Location	Explanatory Note	Reporting Level
G4-EN27	Extent of impact mitigation of environmental impacts of products and services		Fluor does not report on this parameter on a quantitative level.	○
G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category		As a service provider, Fluor does not manufacture or sell products.	N/A
Aspect: Compliance		Location	Explanatory Note	Reporting Level
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Health, Safety & Environment, Pg. 39		●
Aspect: Transport		Location	Explanatory Note	Reporting Level
G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce	Health, Safety & Environment, Pg. 42		●
Aspect: Overall		Location	Explanatory Note	Reporting Level
G4-EN31	Total environmental protection expenditures and investments by type		Data are not collected.	○
Aspect: Supplier Environmental Assessment		Location	Explanatory Note	Reporting Level
G4-EN32	Percentage of new suppliers that were screened using environmental criteria		Fluor does not track this information. Fluor uses comprehensive supplier prequalification, bid evaluation, award recommendation, award approval and post-award administration processes. Fluor also requires our suppliers and subcontractors to comply with <a href="#"><i>Fluor's Business Conduct and Ethics Expectations for Suppliers and Contractors</i></a> .	○
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken		Fluor does not track this information. Fluor uses comprehensive supplier prequalification, bid evaluation, award recommendation, award approval and post-award administration processes. Fluor also requires our suppliers and subcontractors to comply with <a href="#"><i>Fluor's Business Conduct and Ethics Expectations for Suppliers and Contractors</i></a> .	○
Aspect: Environmental Grievance Mechanisms		Location	Explanatory Note	Reporting Level
G4-EN34	Number of grievances about environmental impacts filed, addressed and resolved through formal grievance mechanisms	Health, Safety & Environment, Pg. 39		●

## GENERAL STANDARD DISCLOSURES

## SOCIAL: LABOR PRACTICES AND DECENT WORK

Aspect: Employment		Location	Explanatory Note	Reporting Level
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region		This information is considered proprietary and confidential.	○
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	Employees & Workplace, Pg. 24	Global data are not available.	◐
G4-LA3	Return to work and retention rates after parental leave, by gender		Not reported. Fluor does not track this information.	○
Aspect: Labor/Management Relations		Location	Explanatory Note	Reporting Level
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements		Company complies with all local laws.	○
Aspect: Occupational Health and Safety		Location	Explanatory Note	Reporting Level
G4-LA5	Percentage of total workforce represented in formal joint management –worker health and safety committees that help monitor and advise on occupational health and safety programs		In our offices and project sites worldwide, HSE committees are established to manage local issues using the company's global resources; however, we do not collect quantitative data on the percentage of the workforce representing these committees.	○
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days and absenteeism, and total number of work-related fatalities, by region and by gender	Health, Safety & Environment, Pgs. 37-38	Fluor reports days away, restricted, or transferred incidents and total recordable cases.	●
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	Health, Safety & Environment, Pg. 38		●
G4-LA8	Health and safety topics covered in formal agreements with trade unions	Health, Safety & Environment, Pg. 38		●
Aspect: Training and Education		Location	Explanatory Note	Reporting Level
G4-LA9	Average hours of training per year per employee by gender, and by employee category	Employees & Workplace, Pg. 25	Fluor does not track data by gender or employee category.	◐
G4-LA10	Programs for skills management and life-long learning that support the continued employability of employees and assist them in managing career endings	Employees & Workplace, Pg. 25	Fluor may provide assistance with career endings locally.	◐
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	Employees & Workplace, Pg. 25	Fluor does not track performance assessments by gender or employee type.	◐
Aspect: Diversity and Equal Opportunity		Location	Explanatory Note	Reporting Level
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity	Employees & Workplace, Pg. 24 <a href="#">Proxy Statement</a> , Pgs. 2-8	Fluor considers this employee information confidential and proprietary. For biographical information on Fluor's Board of Directors, see <a href="#">Proxy Statement</a> .	◐

## GENERAL STANDARD DISCLOSURES

Aspect: Equal Remuneration for Women and Men		Location	Explanatory Note	Reporting Level
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	Employee & Workplace, Pg. 24	This information is considered proprietary and confidential.	■
Aspect: Supplier Assessment for Labor Practices		Location	Explanatory Note	Reporting Level
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria	Supply Chain & Procurement, Pgs. 46-47		■
G4-LA15	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken		Fluor does not track this information.	○
Aspect: Labor Practices Grievance Mechanisms		Location	Explanatory Note	Reporting Level
G4-LA16	Number of grievances about labor practices filed, addressed and resolved through formal grievance mechanisms		To the extent this information is collected, it is considered proprietary and confidential.	○

## SOCIAL: HUMAN RIGHTS

Aspect: Investment		Location	Explanatory Note	Reporting Level
G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening		This information is considered proprietary and confidential.	○
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	Employees & Workplace, Pg. 22	Complete data are not available.	■
Aspect: Non-discrimination		Location	Explanatory Note	Reporting Level
G4-HR3	Total number of incidents of discrimination and corrective actions taken	Employees & Workplace, Pg. 23	This information is considered proprietary and confidential.	■
Aspect: Freedom of Association and Collective Bargaining		Location	Explanatory Note	Reporting Level
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	Employees & Workplace, Pg. 23	Fluor does not track this supplier information.	■
Aspect: Child Labor		Location	Explanatory Note	Reporting Level
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor	Employees & Workplace, Pg. 22	Fluor does not track this supplier information.	■
Aspect: Forced or Compulsory Labor		Location	Explanatory Note	Reporting Level
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor	Employees & Workplace, Pg. 22	Fluor does not track this supplier information.	■



## GENERAL STANDARD DISCLOSURES

Aspect: Security Practices		Location	Explanatory Note	Reporting Level
G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations	Employees & Workplace, Pg. 24		▶
Aspect: Indigenous Rights		Location	Explanatory Note	Reporting Level
G4-HR8	Total number of incidents of violations involving rights of indigenous peoples and actions taken		Not reported. This information is considered confidential.	○
Aspect: Assessment		Location	Explanatory Note	Reporting Level
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments		Not reported. This information is considered confidential.	○
Aspect: Supplier Human Rights Assessment		Location	Explanatory Note	Reporting Level
G4-HR10	Percentage of new suppliers that were screened using human rights criteria		Fluor does not track this information.	○
G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken		Fluor does not track this information.	○
Aspect: Human Rights Grievance Mechanisms		Location	Explanatory Note	Reporting Level
G4-HR12	Number of grievances about human rights impacts filed, addressed and resolved through formal grievance mechanisms		Not reported. This information is considered confidential.	○

## SOCIAL: SOCIETY

Aspect: Local Communities		Location	Explanatory Note	Reporting Level
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments and development programs		Not reported. Fluor does not collect this information	○
G4-SO2	Operations with significant actual and potential negative impacts on local on local communities		Not reported. Fluor does not collect this information	○
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	Ethics & Compliance, Pgs. 30-31		▶
G4-SO4	Communications and training on anti-corruption policies and procedures	Ethics & Compliance, Pgs. 27, 31-32		▶
G4-SO5	Confirmed incidents or corruption and actions taken	Ethics & Compliance, Pg. 33	Fluor does not report this type of detailed information.	▶

## GENERAL STANDARD DISCLOSURES

Aspect: Public Policy		Location	Explanatory Note	Reporting Level
G4-SO6	Total value of political contributions by country and recipient / beneficiary		We believe Fluor has a right and responsibility to advocate positions on issues that are vital to the company's stakeholders. Our public policy efforts are focused on policies and initiatives that promote sustainable economic growth, free markets and innovation in the markets we serve. Fluor complies with all registration and reporting regulations placed on this activity. This information is not collected or reported on a global basis.	○
Aspect: Anti-competitive Behavior		Location	Explanatory Note	Reporting Level
G4-SO7	Total number of legal actions for anti-competitive behavior, anti-trust and monopoly practices and their outcomes		No material legal actions exist for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes. If material legal actions did exist, it would be reported in Fluor's <a href="#">2014 Annual Report on Form 10-K</a> .	●
Aspect: Compliance		Location	Explanatory Note	Reporting Level
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions	Health, Safety & Environment, Pg. 39	There are no material significant fines and sanctions for non-compliance with laws and regulations in 2014. If there were such material significant fines and sanctions, it would be reported in Fluor's <a href="#">2014 Annual Report on Form 10-K</a> .	●
Aspect: Supplier Assessment for Impacts on Society		Location	Explanatory Note	Reporting Level
G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society		Fluor does not track this information.	○
G4-S10	Significant actual and potential negative impacts on society in the supply chain and actions taken		Fluor does not track this information.	○
Aspect: Grievance Mechanisms for Impacts on Society		Location	Explanatory Note	Reporting Level
G4-S11	Number of grievances about impacts on society filed, addressed and resolved		Fluor does not collect this information	○

## GENERAL STANDARD DISCLOSURES

## SOCIAL: PRODUCT RESPONSIBILITY

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



# APPENDIX B

## PROJECT PROFILES

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

- 95 Express Lanes
- Clean Gasoline Program
- Eagle P3
- Program Covington
- Quest Carbon Capture and Storage (CCS)
- USGC Ethylene Project



**FLUOR**<sup>®</sup>

Quest Carbon Capture and Storage Project  
Alberta, Canada



## 95 EXPRESS LANES

The 95 Express Lanes project is a public-private partnership to provide approximately 29 miles (46.7 kilometers) of managed express lanes on I-395/95 from Alexandria to Stafford County, Virginia, USA. Fluor's scope of work included financing, designing and constructing the express lanes that connect with the High Occupancy Toll (HOT) express lanes on the Capital Beltway to create 43 miles (approximately 69 kilometers) of roadway for toll-paying customers, carpools, buses and emergency vehicles.

During early development, the project successfully addressed a number of sustainability challenges. Here are some examples.

The project required the removal of trees from the median to make way for the express lanes. To reestablish some of the greenery, Fluor and its partner, Transurban, created a community partnership program called *1,000 Trees in 1,000 Days*. True to the program's name, members of the project team partnered with local communities, area stakeholders, elected officials and organizations, such as the Boy Scouts and Girl Scouts, to plant over 1,000 trees in the affected communities.

In another initiative, sustainability members of the project team participated in a \$1.5 million project to restore Swan's Creek in Prince William County, Virginia. The badly eroding creek was labeled the "worst stream in the county" by members of the Prince William County staff. As part of the restoration effort, project team members built more than 88 structures, which included rock retaining walls, step pools and cross-veins, all designed to improve water quality and reestablish animal habitats. More than 7,500 trees and shrubs were planted along the creek bed to promote slope stabilization.

Given its scope and scale, the project benefitted the local economy in many ways. For example, to date, more than 500 businesses have been involved in the project and more than \$215 million has been invested in hiring disadvantaged, small, women-owned and minority-owned businesses, exceeding the project goal by more than \$30 million.

The project's emphasis on sustainability is in part responsible for the use of alternative abutment treatments designed to increase the life span of several new flyover bridges and reduce their maintenance costs. This innovative approach will increase the life span of the bridges by 25 years, yielding a potential life span of up to 100 years.



*95 Express Lanes Ramp*

*Photo courtesy of  
95 Express Lanes Project*



Because the project was executed along interstate highway 95 (I-95), one of the region's busiest highways, the importance of focused drivers and driving safety cannot be emphasized enough. To raise awareness of the hazards of distracted driving along the I-95 express lanes construction corridor, Fluor and Transurban, partnering with American Automobile Association Mid-Atlantic, developed an *Orange Cones. No Phones.* campaign. The campaign was kicked off with a media event, on-road signage was posted, a website was created and *Orange Cones. No Phones.* branded materials were distributed.

In addition, the project hosted the first Heavy Civil Industry Safety Week. Participants in the event included senior executives from 31 national and international organizations, as well as representatives of the Virginia Department of Transportation (VDOT), OSHA and the Federal Highway Administration. These executives, who represented more than one million employees and \$70 billion in revenue, joined forces with a single aim: to inspire everyone to be leaders in safety.

Finally, the Fluor-led joint venture project achieved over 4 million safe working hours with an OSHA recordable rate of 0.39 per 200,000 hours worked in 2014. In recognition of this safety performance, the American Road & Transportation Builders Association's Transportation Development Foundation (ARTBA-TDF) awarded the project its *2014 Contractor Safety Award*.

## Orange Cones. No Phones. Campaign

A region-wide safety campaign aimed at eliminating distracted driving in the 95 Express Lanes construction corridor. This program was developed by the project partners, Fluor and Transurban, along with AAA Mid-Atlantic, to raise awareness of the dangers of distracted driving.



95 Express Lanes Project Fairfax County, Virginia  
Photo courtesy of VDOT



Boy Scouts from Stafford County, Virginia worked with Fluor and Transurban staff to plant trees along the I-95 corridor as part of the "1,000 Trees in 1,000 Days" program.



## CLEAN GASOLINE PROGRAM

G4-EN7

The ongoing partnership between ICA and Fluor is performing work for Petróleos Mexicanos, better known as Pemex, Mexico's state-owned petroleum company. The work, which is being performed for Pemex Refining, is known as the Clean Gasoline Program. The program is part of the comprehensive development and modernization of Pemex Refining, designed to increase Mexico's production of ultra low-sulfur gasoline, in accordance with applicable environmental standards.



*Pemex Refining's Clean Gasoline Program: Cadereyta Project*

ICA Fluor was awarded four packages to develop ultra low-sulfur gasoline facilities in Mexico. Work is underway at the sites in Minatitlán, Veracruz; Madero, Tamaulipas; and Salina Cruz, Oaxaca. The site in Cadereyta, Nuevo Leon, was completed in 2014.

Work at the sites included installation of catalytic gasoline desulfurization plants, amine regeneration units, offsites and utilities, as well as integration of 20,000 to 42,500 barrels-per-day trains. ICA Fluor performed engineering, procurement, testing, construction and start-up at the sites. The Madero project is soon to be completed, Minatitlán will be finished in the third quarter of 2015 and Salina Cruz will be completed in fourth quarter of 2015.

Project	2014 Project Safety Statistics						
	Recorded MH	DART-R		DART-L		TCIR	
		Cases	Rate	Cases	Rate	Cases	Rate
Minatitlán Clean Gasoline	4,351,955	0	0.00	0	0.00	1	0.07
Madero Clean Gasoline	3,035,504	0	0.00	3	0.14	3	0.14
Salina Cruz Clean Gasoline	5,577,026	3	0.11	2	0.07	18	0.65

*Per 200,000 hours worked*

*DART = Days Away, Restricted or Transferred  
TCIR = Total Case Incident Rate*

The common goal for the projects was sustainable, cleaner fuel and lower greenhouse gas emissions. Other aspects of sustainability were also tracked.

## RECYCLING

Recycled waste from the project sites included paper and cardboard, plastic bottles, batteries, scrap metal, toner cartridges, wood and aluminum cans. ICA Fluor has an agreement with ECOCE, a company set up by Mexico's plastics, bottling and soda industries, to recycle plastic bottles from the Madero and Salina Cruz projects. Wood that can be recycled is used to improve housing and/or school facilities in communities where the projects are located. Toner cartridges were recycled as part of the Hewlett Packard (HP) Planet Partners program. The program recovers the plastics and hazardous waste contained in the cartridges, avoiding contamination of soils in sanitary landfills.

Percentage of material recycled by project:

Product	Madero	Salina Cruz	Minatitlán	Cadereyta
Paper and carton	29.69%	0.00%	0.00%	0.00%
Polyethylene Terephthalate	27.56%	0.00%	0.00%	0.00%
Used batteries	100.00%	0.00%	0.00%	0.00%
Ferrous waste	12.57%	10.14%	1.17%	21.00%
Toner cartridges	78.00%	0.00%	0.00%	0.00%
Wood	28.28%	0.00%	0.00%	13.20%
Aluminum cans	22.40%	0.00%	0.00%	0.00%

## EMISSIONS OF CO<sub>2</sub>

Emission levels were calculated based on the fuel consumption of ICA Fluor vehicles used at the job sites, which also took into consideration the diesel fuel. Monthly average CO<sub>2</sub> emissions reported by projects was 116 tons of CO<sub>2</sub>/month for gasoline and 190 tons of CO<sub>2</sub>/month for diesel. This year was the first year that consumption of gasoline and diesel used on the ICA Fluor projects was measured. Changes have been made in order to optimize fuel use and reduce emissions.

## BIODIVERSITY

The recovery of wildlife from the construction sites and their reintegration into the ecosystem is the responsibility of the ICA Fluor HSE team at each project site. Recovered wildlife species are returned to their habitat according to environmental permits and the conditions of the geographical area.



*Iguanas were relocated and reintegrated into the ecosystem.*

Common Name	Scientific Name	Number	Environmental Protection Status	Project
<b>Iguana</b>	<i>Iguana Iguana</i>	4	Endangered	Madero
<b>Fish</b>	<i>Cyprinus Carpio</i>	15	Endangered	Madero
<b>Tortoise</b>	<i>Terrapene Carolina</i>	2	Endangered	Madero/ Minatitlan
<b>Goat</b>	<i>Caprimulgidae</i>	6	Endangered	Madero
<b>Fox</b>	<i>Didelphis Marsupialis</i>	1	Endangered	Salina Cruz



## ENVIRONMENTAL AWARENESS

Raising awareness of environmental issues and educating site staff regarding the handling and proper disposal of waste, achieving company environmental objectives, raising the awareness of the importance of sustainable development and environmental improvements and other sustainability matters received high priority at the sites in 2014.

The goal is to devote up to 200 man-hours of training per month to raise awareness of sustainable development. For 2014, the projects had the following hours of training:

- Madero 467 hours
- Salina Cruz 213 hours
- Minatitlán 211 hours
- Cadereyta 214 hours

## SUSTAINABILITY

The goals were to:

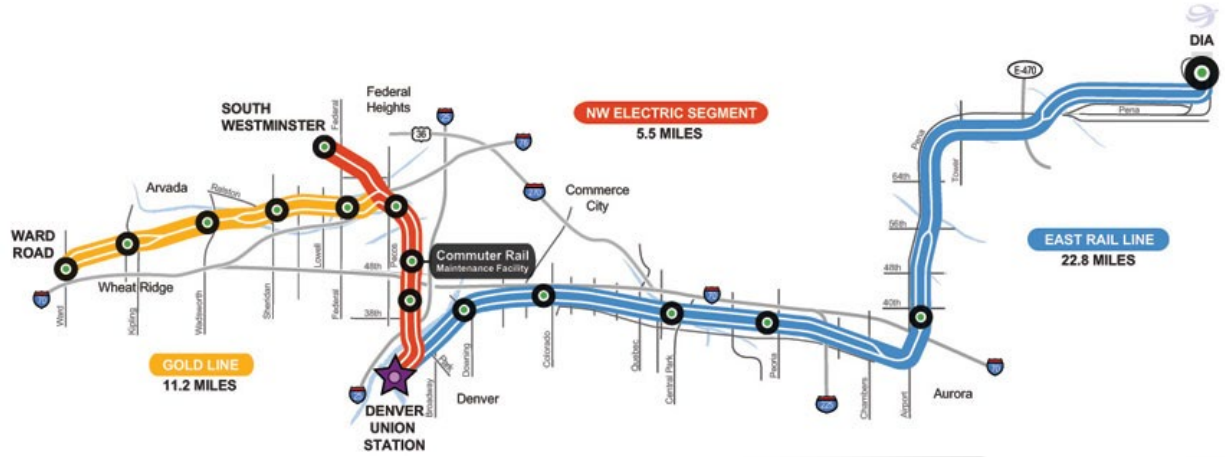
- Implement the economic, social and environmental pillars of sustainability within the scope of ICA Fluor projects.
- Adhere to the highest standards of safety, business ethics and respect for the environment and mitigate the impact of the projects on the local communities, while improving the quality of life in those communities.
- Involve clients, contractors and officials from local communities in the sustainability efforts of the projects.

Listed in a general way are the number of sustainability activities by project:

Number of Activities By Project					
Project	Business Ethics	Community Links	Environmental	Quality of Life	Total Activities
Minatitlán	1			3	4
Madero	1	3	10	9	23
Salina Cruz	1	3	5	2	11

## EAGLE P3

Fluor, as the managing partner of the Denver Transit Partners (DTP) Concession, is responsible for the financing, design, construction, testing and commissioning, and operations and maintenance of the 36-mile (60-kilometers) electrified Eagle P3 (public-private partnership) Commuter Rail Network for the Regional Transportation District (RTD) in Denver, Colorado. Project elements include the design and construction of three rail lines and a commuter rail maintenance facility housing the operations control center, delivery of the rolling stock, installation and integration of



Map of Eagle P3 Commuter Rail Network



Eagle P3 Project in Denver, Colorado, USA. Photo courtesy of HDR, Inc.; 2013; Keith Philpott

rail infrastructure and system elements and a 29-year operations and maintenance contract. DTP operates with a sustainability plan that was created in conjunction with RTD. As part of that plan, a sustainability committee was created. It is composed of experts in human resources, community support, construction waste, energy and emissions, materials, small business participation, training and water usage and reuse.

In 2014, the Eagle P3 Project was recognized by the Occupational Safety and Health Administration (OSHA) as qualifying for the Star Voluntary Protection Program. DTP joins an elite group of organizations, including Fluor offices, that provide exemplary occupational safety and health protection and serve as models for others. The program contains guidelines that provide for the development and empowerment of project employees with shared values and personal commitment to a safe and healthy workplace. This approach to worker protection can save lives, reduce injuries and illnesses and promote cooperation and communication in the workplace.



The project team is pursuing U.S. Green Building Council Leadership in Energy and Environmental Design (LEED) certification for the commuter rail maintenance facility. The project is on track to exceed the minimum point requirements for LEED Silver.

The project awarded 17 percent of eligible construction contracts to small businesses and 19 percent to disadvantaged businesses.

The project continues to support the Workforce Initiative Now (WIN) program, a collaborative partnership with the RTD, Community College of Denver and the Urban League of Denver to create career opportunities in the transportation and construction industries. The project has exceeded its goal of hiring WIN participants for 10 percent of its craft personnel needs. The project has a total of 48 WIN hires or 14 percent of the craft workforce.

Volunteer activities by the project's workforce have contributed significantly to the community. Project employees participated in 12 volunteer activities and made charitable contributions exceeding \$215,000 in 2014.

The Eagle P3 Project exceeded sustainability goals for 2014 and for the project as a whole. It surpassed its construction waste diversion goal of 25 percent by diverting over 43 percent of construction debris from landfills. Twenty-two percent of the materials by cost procured for the project have recycled content and 47 percent of materials by cost are procured within 500 miles (805 kilometers) of Denver.

In addition, almost 200,000 cubic yards (almost 153,000 cubic meters) of previously-contaminated materials or soils were remediated by the project. And more than 100 million gallons (over 380 million liters) of previously-contaminated water were remediated and returned to the watershed or used for dust suppression, thereby reducing the need for potable water on the project. Finally, the commuter rail maintenance facility has purchased green power to supply 35 percent of its needs for the first two years of the operations and maintenance (O&M) phase.

Fluor and DTP are in the process of delivering a safe and affordable rail service that will increase the region's capacity for further sustainable development and are doing so in a manner that emphasizes sustainability during design and construction. Of the 6,308,315 total exposure hours worked on the project, the total recordable incident case rate was 1.36. The lost time incident rate was 0.41 and the restricted work day case rate was 0.60, per 200,000 hours worked.



*Eagle P3 Project employees and partners weeded and harvested community gardens and delivered more than 250 pounds of fresh, local produce to area soup kitchens and food banks.*



*Members of the public tour new rail cars during an open house.*



## PROGRAM COVINGTON

Fluor is providing construction management services to Baxalta, a global biotech company. The company is building a 100-acre greenfield campus about 45 miles southeast of Atlanta, near Covington, Georgia, USA. The focus of the Baxalta team working on the campus will be to separate plasma components, purify them and use them to develop life-sustaining therapies for burn victims and patients with immune disorders and other medical conditions.

When completed, the campus will have more than one million square feet (more than 93,000 square meters) of building space, including administrative offices, manufacturing facilities and laboratories, as well as a wastewater pre-treatment facility and a central utility building. The wastewater pretreatment facility and central utilities building are in the start-up phase, while piping, electrical, clean room and architectural finishes are underway in the rest of the facility.



*Program Covington, Georgia, USA*

As Program Covington is evolving, many sustainability challenges and issues have been and are being addressed by the Fluor project team.

The project team has taken innovative approaches to protecting the environment on several fronts. In one initiative, construction trash, excluding metal, has been commingled on site and shipped to an offsite facility for separation. Of the more than 13,600 tons (12,338 tonnes) of trash shipped as of January 5, 2015, more than 11,500 tons (10,433 tonnes), or 85 percent, were recycled.

Erosion control on the construction site is a priority. Four Fluor employees have been certified to conduct and document erosion control compliance inspections required by the Georgia Soil and Water Conservation Commission (GSWCC). A variety of erosion control methods are being employed, including silt fences, retention ponds, rock dams, mulch, netting, road and street sweeps and planted grasses. In one example, all tree burden from approximately 4 acres was removed, mulched and used for soil erosion control. In another example, 4,000 tons (3,629 tonnes) of site stone were crushed and an additional 125,000 tons (113,398 tonnes) of stone were imported for use in preventing erosion.

Additionally, the Program Covington project team has embraced the local community both financially and through community service. To date, Fluor project team members have donated approximately 500 hours to community outreach projects. Their efforts include cleaning parks and river banks, sharing information about the construction field at local schools and trade shows and stuffing backpacks with educational materials and donating them to local school children.



In addition, hundreds of Christmas gifts were donated in 2014. Also, \$25,000 was raised during Construction Week 2014 and donated to Kennesaw State University/ Southern Polytechnic University to endow a needs-based scholastic scholarship for a full time student in the Construction Management program. Since the project began, there have been 25 community involvement events led and/or supported by Program Covington project team members. These efforts were complemented by approximately \$100,000 in contributions to charitable organizations to date.



*Project team members donated gifts for needy families in the community.*

Among the unique challenges faced by the Program Covington team was finding workers with the necessary skills to build a pharmaceutical laboratory. As a result, Fluor has trained more than 500 employees in good document practices and hundreds more in clean-build construction and how to construct a pharmaceutical lab.

Additionally, Fluor's contractors have trained craft workers in disciplines not previously offered in Georgia. They include process control and instrumentation work, which are part of the electrical contracting discipline. The participants will receive an Instrument Certification, which is widely recognized by the industry, once they have completed 96 hours of course work.

Two bilingual Fluor HSE supervisors are assisting Spanish-speaking employees with training, orientation, case management and audits. Fluor managers attend daily Safety Task Assignments (STAs), communicating with crews in their native languages.

An agreement among Fluor, Georgia Institute of Technology (Georgia Tech) and various partners to comply with all OSHA requirements was reached in 2014. It includes periodic audits by Georgia Tech and OSHA. Additionally, the partners have agreed to conduct an ongoing 10-hour training course, with those completing the course receiving an OSHA 10-hour certification. The course focuses on construction safety training. It was designed by OSHA and taught by authorized instructors. The curriculum includes fall protection, electrocution, struck by, and caught in between, as well as electives. The course is held on site for contractors, clients and Fluor employees.

Project safety initiatives include safety observation and tracking using tablets, weekly leading indicator tracking, reviewing over 300 contractor EHS plans and conducting more than 2,000 safety inspections to date, reviewing more than 1,000 Hazard Elimination Cards per month, rating the quality of STAs and recognizing the Safe Employee of the Month for both Fluor employees and contractors.



*In April 2014, project team members donated time to clean parks and river banks in the community near the project site.*

Going mobile with tablets is an example of the project recognizing the need to take the office with you to do more work in the field, efficiently capturing safety observations, automatically transmitting findings to a central database for real-time reporting and simultaneously keeping more supervision in the field. Program Covington was the first to implement the mobile HSE solution within Fluor and has now expanded to more than 30 additional dedicated tablet mobile devices to continue electronic safety observations and develop a new platform, Autodesk® BIM 360™ Field, that will be used for identifying, tracking and documenting closure of punch list items.

As of December 31, 2014, Program Covington had recorded 4,591,000 safe work hours with a Lost Time Incident Rate of 0.09 and a Recordable Rate of 0.83, per 200,000 hours worked.

## QUEST CARBON CAPTURE AND STORAGE (CCS)

G4-EN7

Fluor provided preliminary services; front-end engineering and design; and engineering, procurement, and construction (EPC) for the capture portion of Shell's Quest Carbon Capture and Storage (CCS) Project. The project site was located at the Scotford manufacturing site, 25 miles (40 kilometers) northeast of Edmonton, Alberta, Canada. The Quest project was built on behalf of the Athabasca Oil Sands Project, which is a joint venture of owners Shell, Chevron and Marathon Oil with support from the Alberta and Canadian governments.



*Modular Units on Quest Carbon Capture and Storage Project, Edmonton, Alberta, Canada.*

The Shell Quest Carbon Capture and Storage Project was a first-of-its-kind effort. The three component technologies of CCS are carbon dioxide (CO<sub>2</sub>) extraction from process gas streams using the Shell ADIP-X amine technology; compression to supercritical state and transportation through approximately 40 miles (65 kilometers) of underground pipeline; and injection of CO<sub>2</sub> into a geological formation capped with multiple layers of impermeable rock approximately 1 mile (2.3 kilometers) below the surface.

Fluor used its patent-pending and innovative 3rd Gen Modular Execution<sup>SM</sup> technology for the approximate 1 million tons per year carbon-capture facility. This is the first 3rd Gen Modular Execution project engineered by Fluor's office in Calgary, Canada (supported by Fluor's New Delhi and Houston offices) and executed in Edmonton/Fort Saskatchewan, presenting a safer and better controlled worksite for the fabrication process and minimizing site congestion and traffic load.

In early 2015, the facility was completed mechanically. It is expected to start storing CO<sub>2</sub> later in 2015, which will lead to reduced greenhouse gas emissions.



Other elements of sustainability on the project included diversity and inclusion. The project actively worked with organizations promoting employment of women, veterans of military service and apprentices. The project established a goal of 5 percent women in nontraditional trade roles and was able to achieve 7 percent. Twenty-seven percent of the project workforce were apprentices. The project was successful in including people with physical disabilities in the workforce. Two workers, one with leg and mobility challenges and another missing an arm, were competent members of a work crew and proved to be assets to the project.



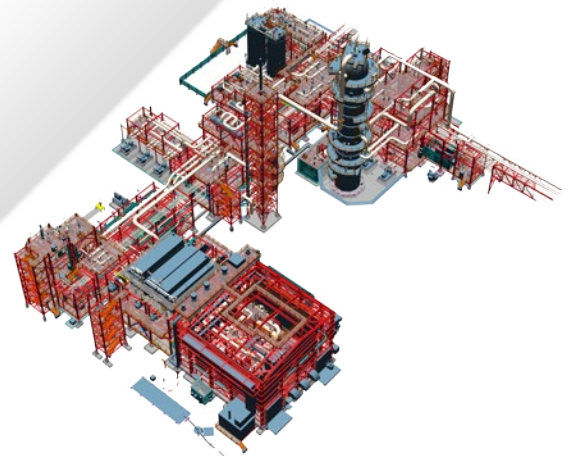
*Quest Carbon Capture and Storage, Edmonton, Alberta, Canada*

All accessories or items that were not used in a particular season were carefully stored and saved for the following season. This included heater hoses and winter gear, such as parkas, gloves, and balaclavas.

Environmental awareness training was mandatory for all employees working on the project. Supervisors and foremen attended additional training. Environmental awareness training was part of the new employee orientation that all employees completed prior to being allowed to work on the project.

Quest project team volunteers participated in several events to benefit the local community. In Calgary and New Delhi, team members taught at charitable institutions and volunteered at food banks. In the communities near the Scotford site, the project contributed to Girl Guides, Boys and Girls Clubs, homeless shelters, and “Adopt-A-Family” programs. The team also collected recyclable bottles for the Girl Guides, raising nearly \$10,000.

The project recorded a total of 1,350,535 safe work hours with only two OSHA recordables and 69 first-aid cases yielding zero Lost Time Incidents and a total case incident rate of 0.27, per 200,000 hours worked.



*Quest Carbon Capture and Storage Model*



## USGC ETHYLENE PROJECT

The project consists of building an ethylene unit (cracker) and associated offsite components at the Chevron Phillips Chemical Cedar Bayou complex in Baytown, Texas, USA. Fluor's scope includes engineering and procurement for the outside battery limit, as well as hiring construction workers for the entire cracker project.



*USGC Ethylene Project Piperacks*

At the end of 2014, the project recorded 699,681 Fluor work hours with an additional 36,508 subcontractor work hours recorded. There were no Lost Time Incidents and the cumulative total case incident rate was 0.38, per 200,000 hours worked.

Fluor's concrete batch plant required an early evaluation of permitting and sustainability requirements. The primary waste stream from this plant is the rinsate water from truck and chute washing. Project HSE staff designed, locally fabricated and implemented a carbon dioxide sparging unit for elementary neutralization of alkaline rinsate water. Over 700,000 gallons (over 2.6 million liters) of rinsate water were neutralized in 2014, at a net cost savings of over \$50,000. In addition, the neutralized water was used for dust suppression at the construction site, a sustainable initiative that resulted in waste minimization and water conservation.



*Concrete truck rinsate waters*



*Project creates innovative and cost effective method for elementary neutralization of concrete truck rinsate waters.*



HSE staff also worked closely with the client to cost-effectively manage excavated soils at the site. This resulted in more than \$1 million in cost savings in 2014 after an independent laboratory classified most of the soils as meeting Texas Risk Reduction Program Residential Standards, making them suitable for recycling or reuse. Over 236,000 tons (over 214,000 tonnes) of these soils were transported to Houston Products Processing in Baytown for recycling, as were more than 5,700 tons (more than 5,200 tonnes) of recyclable concrete.

To date, nearly \$1.1 million has been saved by the project team by employing cost-effective and sustainable environmental strategies, such as recycling water, soils and concrete materials, while achieving and maintaining environmental compliance.



*USGC Ethylene Project Foundations*

Project HSE staff also enhanced the skills of others by cross-training three craft personnel in pH testing and operating the carbon dioxide sparging unit. Additionally, a visit was made to the Gulf Coast Trades Center (GCTC) in New Waverly, Texas to introduce students to various craft opportunities in the Gulf Coast region.

The USGC Ethylene Project is an excellent example of how environmental stewardship can be integrated into a project through the efficient use and reuse of natural resources and the recycling of water, soil and concrete materials.

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