Diversity and Inclusion Is a Competitive Advantage

As a global leader in engineering and construction, Fluor delivers projects that are the building blocks of economic progress and community development and bring a more prosperous future for all of our stakeholders.

Our ability to deliver world-class integrated solutions depends on our talented global workforce that brings diverse backgrounds, ideas and areas of expertise to their work. This rich variety of ideas and skills provides a competitive advantage that benefits Fluor’s stakeholders — employees, clients, shareholders and the communities in which we live and work.

At Fluor, diversity goes beyond the more common dimensions of race, ethnicity, gender and sexual orientation (to name a few), and it extends to diversity “in the largest sense of the word,” as a Fluor executive once said.

To a great degree, how a company defines diversity shapes its decisions on how diversity is operationalized. At Fluor, diversity is not a practice or policy. It is a way for employees to think about how their work fits into the larger mission of executing projects and developing people. It is the way we work together — understanding and valuing the unique differences that make us who we are. In our differences, we find strength.

Yet acting together doesn’t just happen. It requires a plan — a “playbook” to set the strategic direction. That was the case for 12 executives who asked themselves what we look for in good leaders at Fluor — what attributes do they exhibit? Good communicator. Problem solver. Visionary. Knows the business. The list grew from a few attributes to a couple dozen, which were narrowed to pinpoint the most critical. They agreed on four key leadership attributes: integrity, commitment, emotional intelligence and collaboration.

But it was just a list. What we needed were actionable outcomes to support the business. What if we could use the leadership attributes to bring people together, to engage them in dialogue and to integrate the attributes into our culture? What if our 600-plus executives around the world were to mentor the junior talent in the organization? What could our early-career employees learn from senior management? And how would our executives benefit from

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seeing Fluor through the eyes of up-and-coming talent?

We asked executives to set up four 30- to 45-minute meetings (one for each leadership attribute) to discuss the attributes with their chosen mentee. Both parties prepared by doing some “homework” on the attributes. During the discussions, mentors and mentees shared the responsibilities of learning and teaching. Each had a stake in the game.

That, in short, is the essence of our Leaders Building Leaders program. On the surface, it’s a communication tool about leadership. But on a much deeper level it’s a means of building relationships and understanding, acceptance and respect, which are the cornerstones of diversity and inclusion. Six hundred executive coaches touched 1,400 mentees over a three-year period. Target groups included high-potential employees representing diverse roles and skills.

Our overarching goal for diversity and inclusion is to create a better understanding of each other. What we have in common is infinitely more powerful and unifying than how we’re different.

**Best practices that reinforce diversity messaging**

In addition to Leaders Building Leaders, these best practices (described below) reinforce our commitment to diversity and inclusion.

**Emerging Leaders Group**

The Emerging Leaders Group program encourages ongoing career development for mid-level professionals who have five to 15 years of industry experience. Local members lead group activities, and members of the management team serve as sponsors. Through social and professional events, members have opportunities to interact with their peers and upper-level management.

**Global Business Leader Track**

This accelerated development program takes a small number of carefully selected high potentials and, over a five- to nine-year period, prepares them for project and general management positions. Those in the program are considered corporate resources and are deployed on projects across the globe. Each assignment is designed to close potential gaps in their knowledge or skills. Today, there are 51 participants consisting of a very diverse group from the Americas, Asia, Europe and Africa.

**Graduates Advancing to Professionalism (GAP)**

GAP helps recent graduates working at Fluor make the transition from the educational to the corporate environment by familiarizing them with Fluor’s culture, goals and procedures. The organization also serves as a networking group that offers opportunities for social events and professional training.

**Growing Representation and Opportunities for Women (GROW)**

The GROW initiative was established in 2010 in our southern California offices and, in eight years, has expanded to 19 chapters across the globe. While specific programs may vary among offices, GROW is part of a corporate commitment to help women and men work together as they cultivate opportunities to attract, retain and develop women. Involvement in GROW, as well as other leadership development initiatives,
often receives the hands-on involvement of our corporate Board of Directors. In 2018, one of our top female project directors gave the program a significant refresh.

Mentoring Circles Program
Fluor’s Mentoring Circles Program gives employees broad exposure to leaders in a team-based setting. Mentors are diversity and inclusion “champions” who help the company foster high levels of employee engagement. Participants have opportunities for informal dialogue, mentoring and learning with both their mentors and their colleagues.

The program continues to expand across the company and has been recognized over the years by external organizations such as the U.S. Equal Opportunity Commission and Fortune magazine.

We’re Listening
We listened to more than 2,700 employees who told us what their managers should do more frequently to help their teams be more successful. We picked the six most popular responses and routinely provide managers and employees practical advice on how to implement the ideas. It’s part of our commitment to listen to each other.

Defining diversity your way
By expanding how we define and think about diversity, we are taking steps to include more people in the process of executing projects with excellence and developing people. We strive to be the company where talented people know they are appreciated and can do their best work. When diversity is defined broadly and inclusively, we amplify the power and impact that one person can have.

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