



2020 SASB Index

The Sustainability Accounting Standards Board (SASB) is an independent, nonprofit organization that sets standards to guide the disclosure of financially material, industry-specific sustainability information by companies to their investors. We disclose in alignment with SASB's Metals & Mining Sustainability Accounting Standard (EM-MM; version 2018-10) as defined by Sustainable Industry Classification System® (SICS®) with information as of the year ended December 31, 2020. For further information on the topics covered, please see our [2020 Annual Report on Sustainability](#), [2020 Form 10-K](#) and the documents and pages on [fcx.com](https://www.fcx.com) referenced in the table.

Cautionary Statement Regarding Forward-Looking Statements

This report contains forward-looking statements in which FCX discusses its potential future performance. Forward-looking statements are all statements other than statements of historical facts, such as plans, projections, expectations, targets, objectives, strategies or goals relating to environmental, social, safety and governance performance, and the underlying assumptions and estimated impacts on FCX's business related thereto; FCX's approach to lower carbon and reduced emissions; plans and expectations in relation to future clean energy transition; future risk mitigation; FCX's continuing commitment to safe and reliable operations; FCX's commitment to human rights and creating a diverse and inclusive workplace; FCX's commitment to deliver responsibly produced copper, including plans to implement and validate all of our operating sites under specific frameworks; and statements and goals related to copper's antimicrobial properties. The words "anticipates," "may," "can," "plans," "believes," "estimates," "expects," "projects," "targets," "intends," "likely," "will," "should," "could," "to be," "potential," "assumptions," "guidance," "future" and any similar expressions are intended to identify those assertions as forward-looking statements. FCX cautions readers that forward-looking statements are not guarantees of future performance and actual results may differ materially from those anticipated, expected, projected or assumed in the forward-looking statements. Important factors that can cause FCX's actual results to differ materially from those anticipated in the forward-looking statements include, but are not limited to, the factors described under the heading "Risk Factors" in FCX's Annual Report on Form 10-K for the year ended December 31, 2020, filed with the U.S. Securities and Exchange Commission (SEC), as updated by FCX's subsequent filings with the SEC, and available on our website at [fcx.com](https://www.fcx.com).

Many of the assumptions upon which FCX's forward-looking statements are based are likely to change after the forward-looking statements are made. Further, FCX may make changes to its business plans that could affect its results. FCX does not intend to update forward-looking statements and undertakes no obligation to update any forward-looking statements.

NOTE: Reported amounts are approximate.



TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	FCX RESPONSE	REFERENCES
Greenhouse Gas Emissions	(1) Gross global Scope 1 emissions (2) Percentage covered under emissions-limiting regulations	Quantitative	Metric tons (t) CO ₂ - e, Percentage (%)	EM-MM-110a.1	(1) 4,229,894 metric tons of carbon dioxide equivalent (2) 1.5%	(1) ESG Performance Trend Data: Climate
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Discussion and Analysis	N/A	EM-MM-110a.2	FCX is dedicated to supplying the world with responsibly produced copper, which includes operating in a way that manages and mitigates our greenhouse gas (GHG) emissions and other climate-related risks. In 2020, we published our inaugural climate report, formalized our climate strategy and established our first GHG emissions reduction target for the Americas, which includes both Scope 1 and Scope 2 emissions. In the short term, we are committed to working towards aligning our strategy and disclosures with the recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD). By 2030, we aim to reduce our GHG emissions by 15% in the Americas (as compared to our 2018 baseline), or 3.1 metric tons of GHG emissions per metric ton of copper cathode produced. <i>For more information on our commitments and progress, please see our reference documents. We plan to publish an updated climate report later in 2021.</i>	(1) 2020 Annual Report on Sustainability: Climate (2) 2019 Climate Report
Air Quality	Air emissions of the following pollutants: (1) CO, (2) NO _x (excluding N ₂ O), (3) SO _x , (4) particulate matter (PM ₁₀), (5) mercury (Hg), (6) lead (Pb), and (7) volatile organic compounds (VOCs)	Quantitative	Metric tons (t)	EM-MM-120a.1	(1) 98.2 thousand metric tons (2) 39.9 thousand metric tons (3) 7.3 thousand metric tons (4) 13.1 thousand metric tons (5) Less than one metric ton (6) 20 metric tons (7) 8.3 thousand metric tons	(1) ESG Performance Trend Data: Air Emissions
Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	EM-MM-130a.1	(1) Total energy consumed: 86,219 TJ (2) Percentage grid electricity: 38% (3) Percentage renewable: 3.8%* <i>*These data include renewable energy sources such as wind, solar and geothermal contracts for energy consumption, and a percentage associated with biofuels used onsite. Our Americas operations also receive power from hydro and biomass sources, which are not included in the SASB EM-MM standard definition of renewable energy, but are considered low-emission sources.</i>	(1) ESG Performance Trend Data: Climate

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	FCX RESPONSE	REFERENCES
Water Management	(1) Total freshwater withdrawn, (2) Total freshwater consumed, + percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	Thousand cubic meters (m ³), Percentage (%)	EM-MM-140a.1	(1) Total freshwater withdrawn: 192,683 thousand cubic meters; 23% with High or Extremely High Baseline Water Stress (2) Total freshwater consumed: 100,136 thousand cubic meters; 39% with High or Extremely High Baseline Water Stress <i>Freshwater totals above are defined by SASB and equivalent to high quality freshwater as defined by ICMM. For more comprehensive information on our water performance and the water stress classifications, please see reference documents.</i>	(1) ESG Performance Trend Data: Water
	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	Quantitative	Number	EM-MM-140a.2	No incidents of non-compliance associated with water quality permits, standards, and regulations occurred in 2020.	
Waste & Hazardous Materials Management	(1) Total weight of tailings waste (2) Percentage recycled	Quantitative	Metric tons (t), Percentage (%)	EM-MM-150a.1	(1) 259 million metric tons (2) 0.5% recycled	(1) 2020 Form 10-K, Item 1A: Risk Factors: Operational Risks (2) ESG Performance Trend Data: Mining, Mineral Processing Waste
	(1) Total weight of mineral processing waste (2) Percentage recycled	Quantitative	Metric tons (t), Percentage (%)	EM-MM-150a.2	(1) 229 thousand metric tons (2) 50% recycled	(1) ESG Performance Trend Data: Mining, Mineral Processing Waste
	Number of tailings impoundments, broken down by MSHA hazard potential	Quantitative	Number	EM-MM-150a.3	25 Extreme 20 Very High 3 High 15 Significant <u>10 Low</u> 73 Total <i>For the purposes of our tailings dam classification disclosures, we use the dam classification system published in Canadian Dam Association (CDA) Dam Safety Guidelines (2013).</i>	(1) Overview of Tailings Management and Stewardship Program (2) Tailings Management and Stewardship Summary (3) ESG Performance Trend Data: Tailings Impoundments

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	FCX RESPONSE	REFERENCES
Biodiversity Impacts	Description of environmental management policies and practices for active sites	Discussion and Analysis	N/A	EM-MM-160a.1	<p>FCX is committed to sound environmental practices at all of our operations. Our Environmental Policy serves as the framework for the protection of natural resources in the regions where we live and work. In addition to maintaining compliance with laws and regulations, we utilize risk management strategies based on valid data and sound science throughout the mining life cycle, and we plan and conduct our operations in a manner that optimizes the economic use of resources while minimizing the adverse environmental effects. All our mining and mineral processing operations and technology centers maintain Environmental Management Systems (EMS) certified to ISO 14001:2015. Our practices and policies apply to all active sites across the portfolio and address critical environmental aspects including biodiversity, water stewardship, waste and hazardous chemicals, air emissions, and natural resource conservation and recycling. The environmental management programs implemented at our sites are based upon corporate policies, regulatory compliance, and voluntary commitments to good international industrial practices and standards and are verified through independent third-party assurance reviews. These programs are enabled through implementation of our Risk Register and project development sustainability review processes as well as project specific environmental and social impact assessments (ESIA).</p>	<p>(1) 2020 Annual Report on Sustainability: Environment (2) Sustainability > Environment page on fcx.com</p>
	Percentage of mine sites where acid rock drainage is: (1) predicted to occur, (2) actively mitigated, and (3) under treatment or remediation	Quantitative	Percentage (%)	EM-MM-160a.2	<p>FCX implements robust programs to identify mitigate and manage acid rock drainage (ARD) from waste rock and tailings. ARD is a geochemical process that releases sulfate, acid and / or metals into the environment when certain rock materials are exposed to water and oxygen. ARD forms either naturally or following human caused activities when metal sulfide minerals present in host rock are exposed to air and natural precipitation. The resulting acid that forms can dissolve metals from the surrounding rock and be a source of pollution to surface water or groundwater resources if not properly managed. The formation of ARD can be exacerbated by large earth moving activities, like mining or construction, particularly when these activities expose sulfide bearing minerals to additional air and water, which can accelerate the oxidation process.</p> <p>However, through implementation of targeted management practices, environmental impacts from ARD can be prevented or minimized. Our environmental policy requires that we review and account for environmental effects of each activity, throughout the mine life cycle. Based on material classifications and geochemical characterizations of our ore bodies, ARD is predicted to occur to some degree at nearly all of our operations and is actively mitigated in those locations throughout the mine life cycle utilizing best available control technologies.</p> <p>When potentially acid generating materials are identified in the planning phase, we implement strategies for prevention of ARD formation or management of ARD if it occurs. These strategies include, but are not limited to, designing storage facilities to prevent or minimize ARD formation, blending acid generating materials with materials with sufficient buffering capacity to eliminate the net acid generating potential during operations, installing engineering controls to manage stormwater that infiltrates or runs-off from these facilities, and monitoring controls systems over the mine life cycle including the closure and post-closure phases. Additionally, we consider site specific factors such as rock type, climate, and other geographic considerations in order to minimize operations risk and reduce post mining closure and reclamation liability.</p> <p>Finally, if the formation of ARD cannot be eliminated, FCX implements mitigation measures such as water management, water treatment or reclamation and, at our PT-FI operations, studies that include risk assessments to determine additional monitoring and mitigation efforts that may be effective. The objective of these controls is to limit or eliminate the exposure of sulfide minerals to the atmosphere, minimize the amount of water contacting mine materials, including waste rock or tailings, and ensure effective monitoring and maintenance systems are in place to minimize the potential ARD generation. Mitigation strategies at our mining operations are also subject to regulatory review, approval and oversight to ensure the effectiveness of the selected control measures.</p>	

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	FCX RESPONSE	REFERENCES
Biodiversity Impacts	Percentage of (1) proved and (2) probable reserves in or near sites with protected conservation status or endangered species habitat	Quantitative	Percentage (%)	EM-MM-160a.3	<p><u>Protected Areas</u></p> <p>0% of total 2P reserves are in protected areas 9.9% of total 2P reserves are near (within 5 kilometers of) protected areas (100% PT-FI and 100% Henderson)</p> <p>FCX's proven and probable (2P) reserves near protected areas are associated with our Henderson mine in Colorado and PT-FI operations in Indonesia. Both are underground operations and therefore have reduced potential to affect the protected areas.</p> <p><u>Endangered Species Habitat</u></p> <p>0.3% of total 2P reserves are in endangered species habitat (1% Sierrita; <1% Cerro Verde) 70.8% of total 2P reserves are near (within 5 kilometers of) endangered species habitat (100% of PT-FI, Cerro Verde, Climax and Sierrita; 82% Morenci; 20% Chino)</p> <p>FCX's proven and probable (2P) reserves that are located near endangered species habitats do not affect those habitats. The endangered species habitats near Morenci, Chino, and Climax reserves are located on federal lands managed by the U.S. Forest Service; we do not conduct activities within the habitat. Cerro Verde's reserves qualify due to an endangered bat species that is known to occur and forage in the general region of the operations and we actively seek to protect the species. PT-FI's reserves qualify due to the district's proximity to Lorentz National Park, however, we have not and will not conduct any mining or exploration activities in Lorentz National Park, which is a UNESCO World Heritage Site. As part of our ICMM commitment, we will not explore nor mine at any UNESCO World Heritage Sites. Furthermore, PT-FI mining operations have fully transitioned underground.</p> <p><i>Percentages reported above are based on ore tonnages. Refer to page 33 of FCX's 2020 10-K for average ore grades.</i></p>	<p>(1) 2020 Form 10-K, Items 1 and 2. Business and Properties: MINERAL RESERVES</p> <p>(2) 2020 Annual Report on Sustainability: Biodiversity</p> <p>(3) Sustainability > Environment page on fcx.com</p>
Security, Human Rights & Rights of Indigenous Peoples	Percentage of (1) proved and (2) probable reserves in or near areas of conflict	Quantitative	Percentage (%)	EM-MM-210a.1	<p>At the time of this report publication, FCX did not have operations located in 'active areas of conflict' as defined by the latest available data from the 2019 Uppsala Conflict Data Program.</p> <p>At our PT-FI operations in Papua, Indonesia, there have been attacks on civilians by separatists and highly publicized conflicts between separatists and the Indonesia military and police, some of which have occurred in or near our project area. FCX is a founding member, guided by, and implements The Voluntary Principles on Security and Human Rights for our security and human rights programs, including interactions with host government police, military personnel and private security contractors.</p> <p><i>For more information on our approach to human rights and security, please see the relevant sections of our 2020 Annual Report on Sustainability and the human rights section of our website.</i></p>	<p>(1) Voluntary Principles on Security and Human Rights, Annual Reports to the Plenary</p> <p>(2) 2020 Annual Report on Sustainability: Communities</p> <p>(3) 2020 Annual Report on Sustainability: Indigenous Peoples</p> <p>(4) 2020 Annual Report on Sustainability: Responsible Value Chains</p> <p>(5) 2020 Form 10-K, Items 1 and 2. Business and Properties: MINERAL RESERVES</p>

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	FCX RESPONSE	REFERENCES
Security, Human Rights & Rights of Indigenous Peoples	Percentage of (1) proved and (2) probable reserves in or near indigenous land	Quantitative	Percentage (%)	EM-MM-210a.2	<p>9.6% of total proven and probable reserves are in or near (within 5 kilometers of) indigenous lands, representing PT-FI in Indonesia, which is located where Indigenous Peoples of Papua hold customary land rights.</p> <p>Indigenous lands for purposes of this calculation are defined by Article 33 of the United Nations Declaration on the Rights of Indigenous Peoples and the International Labor Organization Convention No. 169. While they do not meet the SASB threshold for inclusion, Indigenous Peoples in Chile and Native Americans in the United States either currently or have historically occupied lands in proximity to our operations, or have ancestral connections to these lands. We are committed to constructively engaging with all Indigenous Peoples to support shared value for all stakeholders.</p> <p><i>Percentages reported above are based on ore tonnages. Refer to page 33 of FCX's 2020 10-K for average ore grades.</i></p>	<p>(1) 2020 Form 10-K, Items 1 and 2. Business and Properties: MINERAL RESERVES</p> <p>(2) 2020 Annual Report on Sustainability: Indigenous Peoples</p> <p>(3) Sustainability > People > Indigenous Peoples > Land Use & Customary Rights page on fcx.com</p> <p>(4) Sustainability > People > Indigenous Peoples page on fcx.com</p>
	Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights, and operation in areas of conflict	Discussion and Analysis	N/A	EM-MM-210a.3	<p>For information on our engagement processes and due diligence practices with respect to human rights and indigenous rights, please refer to the Communities, Indigenous Peoples, Land Use & Customary Rights and Human Rights sections of our 2020 Annual Report on Sustainability and information on fcx.com.</p> <p>PT-FI has engaged with Papua's indigenous populations – the Amungme and Kamoro as well as the five neighboring ethnic groups – Dani, Damal, Nduga, Mee and Moni (collectively known as the “seven suku”) – for decades through multiple formal agreements that promote capacity building through workforce skills training as well as health, education, economic development, public infrastructure development, and participatory monitoring and evaluation of PT-FI funded projects. In addition, we are continuously investing in our local communities in Papua by implementing programs to support capacity building through the development of their skills and employability.</p> <p><i>For information on the above-mentioned engagement processes and how PT-FI operates in this context, please see reference documents.</i></p>	<p>(1) Voluntary Principles on Security and Human Rights, Annual Reports to the Plenary</p> <p>(2) 2020 Annual Report on Sustainability: Communities</p> <p>(3) 2020 Annual Report on Sustainability: Indigenous Peoples</p> <p>(4) 2020 Annual Report on Sustainability: Responsible Value Chains</p> <p>(5) 2019 OECD Step 5 Due Diligence Report</p>

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	FCX RESPONSE	REFERENCES
Community Relations	Discussion of process to manage risks and opportunities associated with community rights and interests	Discussion and Analysis	N/A	EM-MM-210b.1	<p>FCX is committed to responsibly manage our relationships with host communities and indigenous neighbors. Constructive dialogue is at the foundation of our relationships with host communities and stakeholders. Our engagements help to inform understanding of our actual, potential and perceived impacts. It also helps us build a localized understanding of what contributes to community welfare and long-term sustainability, and mutually identify relevant social investment and development priorities to support any gaps. Engagements also enable us to share information about our own operational activities, facilitate dialogue and ultimately build trust.</p> <p>While our community programs are tailored to the site-specific dynamics of the operation and host community, our overarching objectives in partnership with our local stakeholders are to: (1) build enduring trust, (2) minimize or mitigate any negative impacts from our operations, (3) maximize the positive benefits, (4) support our communities in building resiliency and well-being over the life of the mine, and (5) develop the skills and capacity to thrive beyond the mine.</p> <p><i>For more information on our approach to management of risks and opportunities associated with community rights and interests, please see reference documents.</i></p>	<p>(1) 2020 Annual Report on Sustainability: Communities > Our Approach</p> <p>(2) Sustainability > People > Communities > Assessing & Managing Impacts page on fcx.com</p> <p>(3) Sustainability > People > Communities > Land Use and Customary Rights page on fcx.com</p> <p>(4) Sustainability > People > Communities > Public Health page on fcx.com</p>
	Number and duration of non-technical delays	Quantitative	Number, Days	EM-MM-210b.2	<p>In mid-March 2020, the Peru government issued a Supreme Decree and declaration of a National Emergency in its efforts to contain the outbreak of COVID-19. To comply with the government requirements, we temporarily transitioned our Cerro Verde mine to care and maintenance status and adjusted operations to prioritize critical activities. A plan for Cerro Verde to restore operations was approved by the Peru government in second-quarter 2020 and strict health protocols have been implemented. This plan has allowed Cerro Verde to run both concentrators at their aggregate average design capacity of 360,000 metric ton-per-day in the second half of 2020.</p> <p>In third-quarter 2020, we experienced a five-day labor-related work stoppage related to COVID-19 travel restrictions when a group of workers at PT-FI staged protests and a blockade restricting access to the main road to the mining operations area. We reached an amicable resolution with the group of workers while upholding our COVID-19 safety protocols.</p>	(1) 2020 Form 10-K, Items 1 and 2. Business and Properties: GENERAL: Mining Operations
Labor Relations	Percentage of active workforce covered under collective bargaining agreements, broken down by U.S. and foreign employees	Quantitative	Percentage (%)	EM-MM-310a.1	<p>Approximately 38% of our global full-time employees were covered by collective labor agreements at December 31, 2020, broken down as follows:</p> <p>0% North America 73% Indonesia 66% South America 67% Europe / Other</p> <p>While our North American workforce is not represented by unions, our hourly employees elect to work directly with company management rather than through union representation using our Guiding Principles agreement, which outlines how we work together within the values of the company to achieve our collective goals.</p> <p><i>Please see references for more information on our approach to labor relations.</i></p>	<p>(1) 2020 Form 10-K, Items 1 and 2. Business and Properties: Human Capital: Workforce</p> <p>(2) 2020 Form 10-K, Note 16: Business Segment Information: Labor Matters</p> <p>(3) ESG Performance Trend Data: Workforce</p> <p>(4) 2020 Annual Report on Sustainability: Workforce</p>
	Number and duration of strikes and lockouts	Quantitative	Number, Days	EM-MM-310a.2	There were no strikes or lockouts at any of our operations in 2020.	<p>(1) 2020 Form 10-K, Items 1 and 2. Business and Properties: HUMAN CAPITAL: Workforce</p> <p>(2) 2020 Annual Report on Sustainability: Workforce</p>

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	FCX RESPONSE	REFERENCES
Workforce Health & Safety	(1) MSHA all-incidence rate, (2) fatality rate, (3) near miss frequency rate (NMFR) and (4) average hours of health, safety, and emergency response training for (a) full-time employees and (b) contract employees	Quantitative	Rate	EM-MM-320a.1	For full year 2020: (1)(a) MSHA all-incidence rate for full-time employees: 0.80 (1)(b) MSHA all-incidence rate contract employees: 0.50 (2)(a) fatality rate for full-time employees: 0.005 (2)(b) fatality rate for contract employees: 0.014 (3)(a) near miss frequency rate (NMFR) for full-time employees: 1.96 (3)(b) near miss frequency rate (NMFR) for contract employees: 0.99 (4) We do not currently disclose this information.	(1) 2020 Form 10-K, Item 4: Mine Safety Disclosures (2) ESG Performance Trend Data: Health & Safety
Business Ethics & Transparency	Description of the management system for prevention of corruption and bribery throughout the value chain	Discussion and Analysis	N/A	EM-MM-510a.1	FCX uses a combination of tools to help gather critical data on suppliers with regard to compliance, ESG and other related risks. In recognition of the potential legal and reputational liability that could result from actions of our business partners and contractors under the Foreign Corrupt Practices Act (FCPA) and other laws, the company implemented an online due diligence platform, the Freeport Compliance eXchange (FCeX). This survey-based software platform is designed to assess risk in areas of anti-corruption, international trade and human rights. FCeX has enhanced our ability to identify, assess and mitigate compliance risks. In 2020, we added a Responsible Sourcing section to the survey to gather information from each supplier on their ESG programs, including sustainability-related management systems and certifications, human rights, health and safety, and environmental commitments, among others. In 2020, we also initiated implementing a software system, called Ariba Supplier Risk Management, that will be integrated into our central purchasing system. The new software enhances our supplier risk assessment using data from external sources – including operations, regulatory (anti-corruption and human rights), environmental and financial – and will provide more in-depth risk-based assessments through targeted questionnaires and audits. We will track these assessments and resulting actions, engagement and approvals for ongoing supplier life cycle management. Annually, we perform company-wide program and risk assessments with assistance from our internal audit firm, Deloitte, to assess risk and plan for the following year's audit strategy. Business controls resulting from periodic fraud risk assessments are tested and reviewed annually at our corporate offices as well as at PT-FI, Cerro Verde, El Abra and Atlantic Copper.	(1) 2020 Annual Report on Sustainability: Responsible Value Chains
	Production in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	Quantitative	Metric tons (t) saleable	EM-MM-510a.2	FCX has no production in the countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index.	(1) 2020 Form 10-K, Items 1 and 2. Business and Properties: GENERAL
Activity Metric	Production of (1) metal ores and (2) finished metal products	Quantitative	Metric tons (t) saleable	EM-MM-000.A	Full year 2020 consolidated production from our mines: 3,206 million recoverable pounds or 1,454,217 metric tons of copper; 857 thousand recoverable ounces or 24 metric tons of gold; and 76 million recoverable pounds or 34,473 metric tons of molybdenum	(1) 2020 Form 10-K, Items 1 and 2. Business and Properties: MINING PRODUCTION AND SALES DATA
	Total number of employees, percentage contractors	Quantitative	Number, Percentage (%)	EM-MM-000.B	Total workforce (employees and contractors) at year-end 2020 approximated 58,300, 58% of whom were contractors.	(1) 2020 Form 10-K, Items 1 and 2. Business and Properties: HUMAN CAPITAL: Workforce