

2010
SUSTAINABILITY
REPORT

insight onsite

FLUOR[®]

In every corner of the globe, we see the power of living and working more sustainably. When we look into the future, we know our actions matter. So while our work is complex, our commitment is simple: Succeed today without compromising tomorrow.



06

45

12

22

contents

Letter

03

A Message from the CEO

03

Overview

06

About the Company

07

About the Report

10

Featured Projects

12

Bay Bridge, California

14

Chayvo Onshore Processing Facility, Russia

17

Jetty Boil-off Gas Recovery, Qatar

20

2010 Progress Report

22

Ethics & Compliance

23

Governance

27

Employees & Workplace

29

Health, Safety & Environment

34

Community & Social Service

42

Index

45

GRI Content Index

46

A Message from our CEO



David T. Seaton
Chief Executive Officer

Dear Valued Stakeholder,

I am pleased to report that our company made considerable headway in implementing sustainability best practices during 2010, both within our internal operations as well as on behalf of our hundreds of clients on projects in a variety of global locations.

In the 2009 sustainability report, we featured one of our most important relationships: the alignment of our sustainability agenda with those of our clients. In that report, clients defined what they expect from us in addressing their sustainability challenges, even during a period of global recession. They characterized the application of our experience, expertise and commitment to their sustainability challenges as critical to their success. Clearly, if it's critical to their success, it's critical to ours — not only to our bottom line but also to meeting our own sustainability commitment.

In this 2010 report, we take the next step. While defining our progress in a wide range of areas, we illustrate specific ways in which we help our clients meet their sustainability goals. For example, in 2009 we introduced a companywide Fluor Sustainability Manual — a comprehensive compilation of best practices that integrates sustainability into our own processes and those we provide to clients on construction projects. In this way, these practices become more routinely and consistently a part of day-to-day operations.

It is our practice to meet with clients and align on sustainability goals and specific steps we will take to achieve those goals. We and our clients find that utilizing such an approach offers clear benefits and can even be transformative. To illustrate this process and the related benefits in “real life” terms, we feature three project examples in this 2010 report.

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Beyond our project world, the year 2010 was also productive in many other ways. Whether the aim was to improve our approach to health, safety and the environment, strengthen corporate governance, further encourage ethical behavior and compliance, support our employees while creating a more effective workplace, or increase community and social service, we made notable gains. We also observed once again that while there may be differences of opinion regarding approaches in public policy to global climate change, our clients look to us to help them address this challenge.

Whether an issue is policy- or technically-driven, Fluor has built a reputation for creating and applying innovative solutions to the most difficult problems. In 2010, we were productive in developing innovative technologies that support sustainability objectives. Alone or with partners, we worked to destroy methane-rich gas from landfills and generate power as a byproduct; address water needs in shale gas development; demonstrate carbon capture at a coal-fired power plant; create a dry energy storage technology that is operational in remote locations, cost effective and reliable; apply our solid fuel generation expertise to the growing biomass market; and design a power grid system at a critical military installation in Kabul, Afghanistan, to reduce the demand for generator fuel and reduce exposure to vulnerable fuel delivery.

I am particularly proud that Fluor continues to be a leader in the elimination or reduction of corrupt business practices. As stakeholders well know, Fluor was a founder of the World Economic Forum's (WEF) Partnering Against Corruption Initiative (PACI) in 2004. We continue to provide important leadership to PACI as well as to the WEF's Global Agenda Council on Corruption. In addition, I am proud to serve as chair of the Forum's effort to provide a global business perspective on corruption to this year's meeting of G-20 leaders, which is being hosted by France.

Fluor is also a signatory to the United Nations Global Compact, a commitment that I am pleased to reconfirm. We believe that the Global Compact's 10 principles truly reflect Fluor's operating philosophies, standards and processes. Our progress in abiding by these 10 principles is outlined in this stakeholder report.

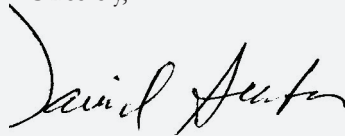
While Fluor and others have come far and accomplished much, we understand that sustainability is a marathon, not a sprint. Progress in one area is often followed by new challenges. One such challenge relates to the global utilization of natural resources. As we well know, countries that are often the richest in natural resources are sometimes among the poorest economically, with extreme levels of conflict and corruption. As growing populations and their drive toward higher standards of living continue to propel the demand for natural resources, we must once again call upon world leaders to stand strong against the risks inherent in natural resource management. In this regard, Fluor strongly supports the Responsible Resource Development Initiative launched last year under the auspices of the Mineral and Mining sector of the WEF.

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

I applaud and thank my predecessor, Alan Boeckmann, for his strong leadership in enhancing sustainability within Fluor and around the world. As a result of his leadership, Fluor has been honored with a series of awards over the past 10 years. In 2010, for example, the Ethisphere Institute again named us one of the World's Most Ethical Companies, an honor in which we take enormous pride.

But with or without such awards, Fluor will remain committed to practicing sustainability at a level consistent with stakeholder expectations and requirements. As Fluor's new CEO, I am honored to carry on a nearly 100-year legacy of sustainability that Fluor has cultivated with our key stakeholders. The sustainable practices of our employees have been a natural part of our builder's culture all these years and are integral to our company's strategies, daily operations and success. Recognizing that we — citizens, corporations, governments and communities — live in a fast-moving, interconnected and complex world, it is incumbent upon us to work collectively to achieve a shared vision of sustainability. And while our work is complex, our commitment is simple: succeed today without compromising tomorrow.

Sincerely,



David T. Seaton
Chief Executive Officer

August 2011

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index



Overview

The responsibility of leadership.

Achieving true sustainability requires commitment, but it also requires an understanding that sustainability is an ongoing process. As a global leader and responsible partner, Fluor has always striven to be forward-looking, innovative and transparent — because above all else, we believe in leading by example.

About the Company

➤ [GRI 2.1 – 2.4](#)

➤ [GRI 2.8](#)

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

Over the past century, Fluor, through its operating subsidiaries, has become 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 solutions that optimize their assets, improve their competitive position, increase their long-term business success and support their sustainability goals.

Consistently rated as one of the world's safest contractors, Fluor's primary objective is to develop and execute projects on schedule, within budget and with excellence. Fluor executes more than 1,000 projects annually, serving in excess of 600 clients in 66 countries. The company maintains more than 50 offices in 28 countries across six continents. This diversified model allows us to address the specific needs of our many end markets by harnessing the tremendous strengths of our global network. This level of versatility and teamwork supports our reputation for taking complex megaprojects from concept to completion — even as economic and competitive dynamics change.

OIL & GAS

Oil & Gas provides a full range of services for some of the largest upstream, downstream and petrochemical facilities in the world. By collaborating and sharing resources with other Fluor groups, this team delivers industry-leading solutions to the most complex challenges.

GOVERNMENT

The Government group has a proven track record of success serving government agencies, including the

Departments of Energy, Defense and Homeland Security. Its ability to quickly mobilize and deploy resources makes it a contractor of choice and a force multiplier for these agencies. Today, this group is recognized for its full-service value as a strong program manager of complex technical, construction, operations, maintenance and logistics challenges for the government.

POWER

The Power group designs, builds, commissions and retrofits facilities to meet the growing demand for clean energy. Our expertise in large-scale engineering and construction will continue to make us a partner of choice in the global power industry, across all fuel types and technologies.

Fluor executes

1,000+ projects annually

Serves

600+ clients in

66 countries worldwide

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

INDUSTRIAL & INFRASTRUCTURE

With Fluor's most diverse client base, Industrial & Infrastructure serves the markets of mining and metals, infrastructure — including highways, light rail and transportation networks — and manufacturing and life sciences. The projects this group completes form the backbone of modern economies.

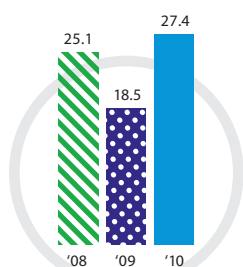
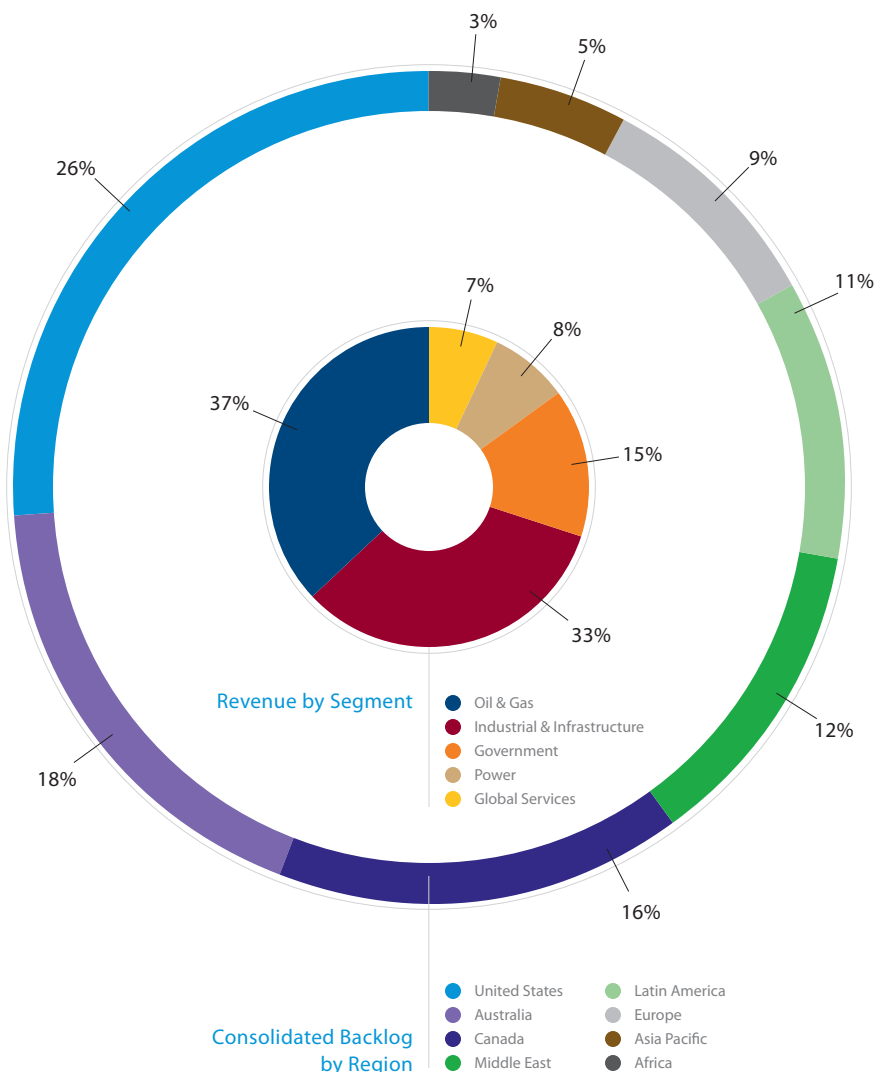
GLOBAL SERVICES

Global Services is a diverse solutions-based group providing operations and maintenance, construction equipment services, facility management, facility engineering, procurement and logistics and temporary staffing to industry. Broadening its footprint domestically and internationally, this team helps its clients optimize the performance of their industrial assets.

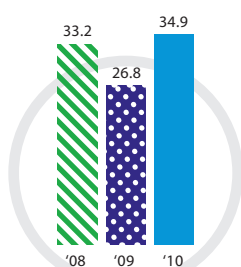
FINANCIAL HIGHLIGHTS

GRI 2.8 Fluor's market capitalization on December 31, 2010, was \$11.7 billion. For 2010, revenues were \$20.8 billion with net earnings of \$357 million. Cash and marketable securities at December 31, 2010, were \$2.6 billion. Total assets were \$7.6 billion, and long-term debt was \$18 million. Total shareholders' equity stood at \$3.5 billion. Fluor experienced no material changes in size or structure during 2010, although some developments are outlined in the GRI Content Index, Criteria 2.9, on page 47.

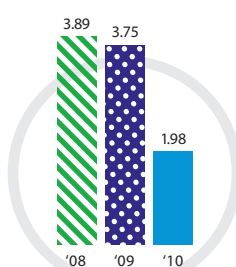
New awards for the year were \$27.4 billion and year-end backlog was \$34.9 billion.



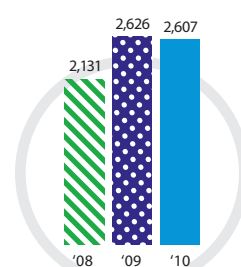
Consolidated New Awards
(dollars in billions)



Consolidated Backlog
(dollars in billions)



Earnings Per Share
(dollars)



Cash & Marketable Securities
(dollars in millions)

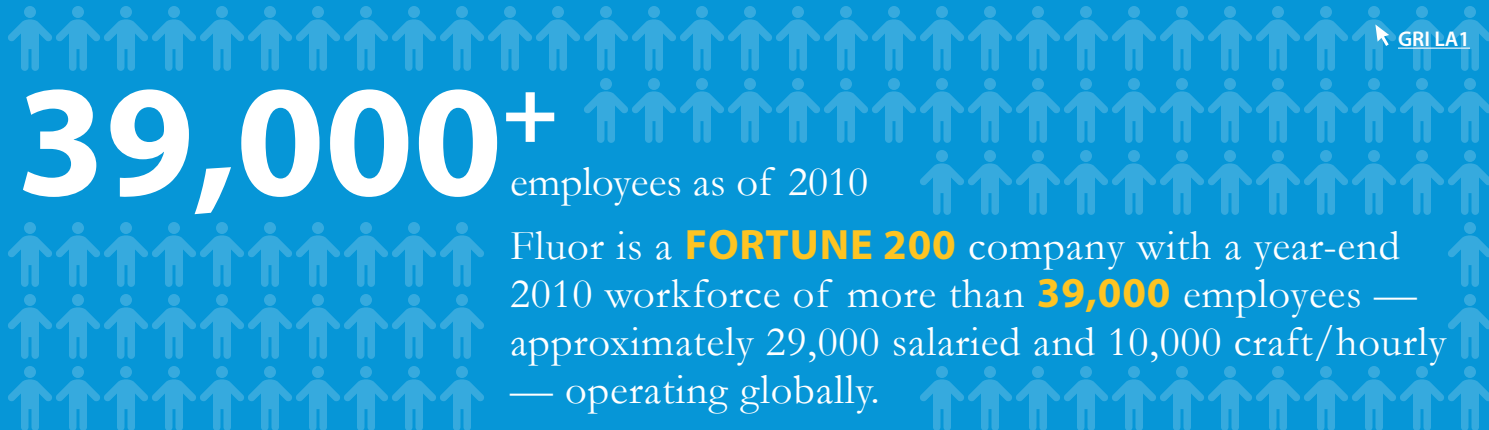
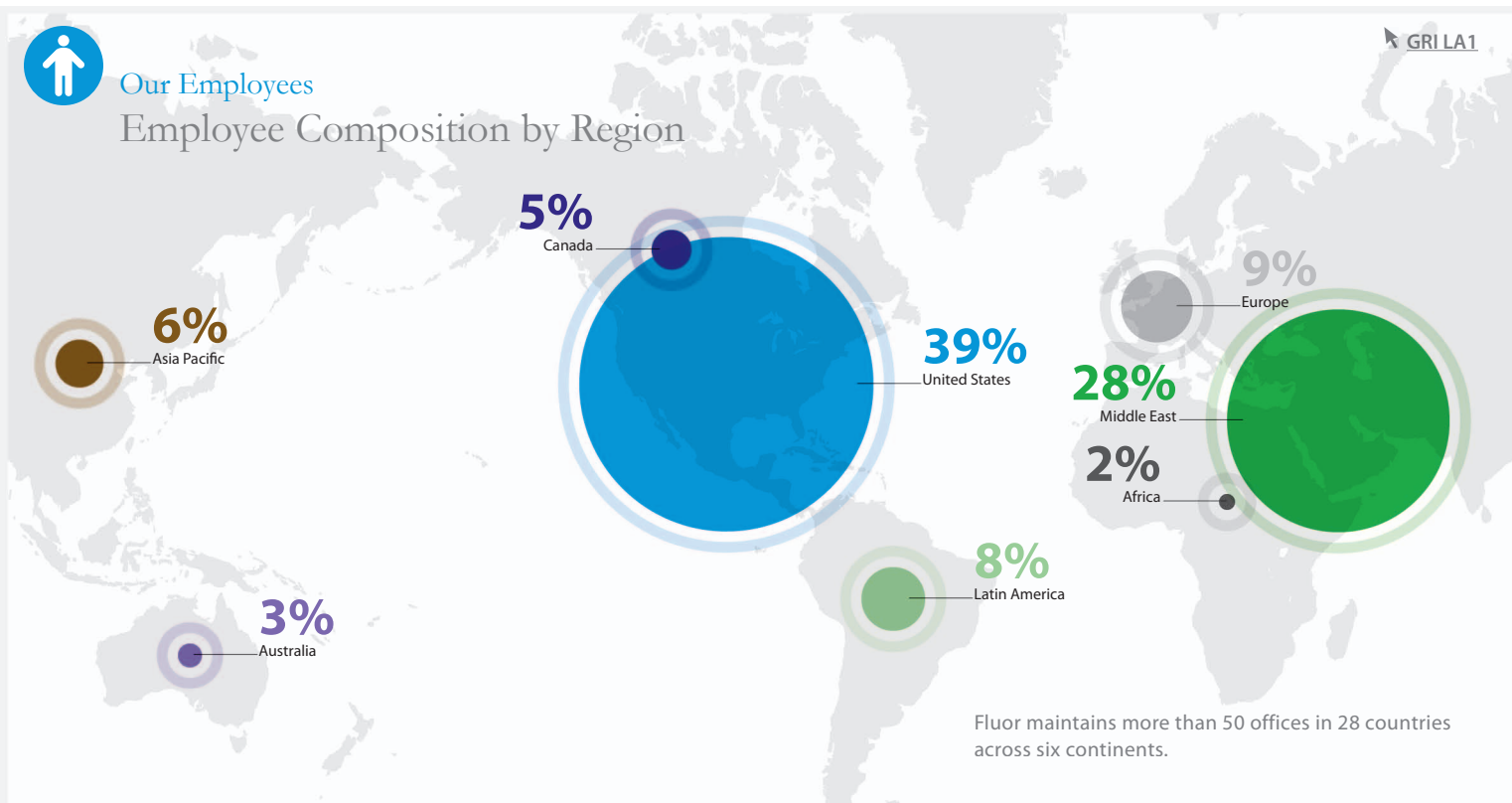
Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index



Our Employees

Employee Composition by Region

GRI LA1



In 2010, our
salaried workforce was

23%
77%

Female workforce

Male workforce



GRI LA13

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

About the Report

- ✦ **GRI 3.1** Our annual sustainability report features quantitative and qualitative data for calendar year 2010, with additional material from previous years or related to important events or notable information available in 2011 prior to the publishing of the report. This report also serves as Fluor's annual Communication of Progress under the United Nations Global Compact.

SCOPE AND BOUNDARY

✦ **GRI 3.6** The reporting scope is global, unless otherwise noted for situations or circumstances where reporting data are collected and available only for a certain geography, business or issue. The report covers Fluor's corporate operations as well as its business groups and wholly-owned subsidiaries worldwide and their material economic, environmental and social impacts. All financial figures are presented in U.S. dollars unless otherwise noted.

MATERIALITY

✦ **GRI 3.5** This report is aligned with the information contained in our Annual Report on Form 10-K, our 2010 Annual Report to Shareholders and our Annual Proxy Statement for the 2011 Annual Meeting of Shareholders.

Fluor has prepared this report under the direction of the company's Sustainability Committee. Materiality of content included in this 2010 Sustainability Report and its prioritization were assessed and determined by Fluor's Sustainability Committee, which has representation from senior executive management; Ethics & Compliance; Corporate Affairs; Corporate Development; Government Relations; Health, Safety & Environmental; Human Resources; Investor Relations; Law; Procurement; Sales; and Strategic Planning.



This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact**.

We welcome feedback on its contents.

The report was developed to provide information to clients, employees, shareholders, lenders, financial analysts, rating agencies, suppliers and subcontractors, nongovernmental organizations, news media and the communities in which the company operates.

Fluor used the Global Reporting Initiative's (GRI) G3 Sustainability Reporting Guidelines as a guide for developing this report and to promote transparency and accountability. By using this widely recognized standard of reporting, Fluor will enable its sustainability performance to be measured and improved annually, while also making it comparable to those of other companies. For a full explanation of the GRI guidelines, visit www.globalreporting.org.

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

What is the GRI?

A collaborating center of the United Nations Environment Programme, the Global Reporting Initiative (GRI) is the steward of the most widely used reporting framework for performance on human rights, labor, environmental, anti-corruption, and other corporate citizenship issues. The GRI framework is the most widely used standardized sustainability reporting framework in the world.

✦ **GRI 3.7, 3.9** In this document, Fluor reports on the G3 indicators that were relevant to its business operations and measurable in 2010. 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' employees and subcontractors.

A GRI Content Index is included with this report to provide an index of references and supplemental information that demonstrate how Fluor is meeting each G3 indicator. The Index can be found beginning on page 45.

✦ **GRI 3.13** Fluor did not employ an external agency or organization to audit this report. However, the company recognizes the importance of independent external assurance to enhance the credibility of its reports and will continue to examine options to obtain third-party review of future reports.

✦ **GRI 3.4** For more information about Fluor's global sustainability efforts and to share your thoughts about this report, please contact:

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Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Featured Projects

Building a sustainable future.

The solutions to tomorrow's challenges lie in the practices we establish today. We, at Fluor, have a unique understanding that no matter how large or small the initiative, the most important part of everything we do lies in establishing a firm and well-conceived foundation.



Nearly 100 years ago, early Fluor employees were building sustainability into their work and creating a legacy for all who came after them. Conducting business in a socially, economically and environmentally responsible way has always been fundamental to meeting our clients' needs, and never more so than today.

With Fluor's recently issued Sustainability Manual, all employees have a comprehensive, effective guide to sustainable work practices that distinguishes us in the industry.

From a bridge to a gas recovery project, from an isolated island to a teeming metropolis, Fluor's people are employing the Manual and their own expertise to imagine and implement methods to safeguard the environment, improve communities and strengthen economies.

In partnership with our clients, Fluor continues to build a legacy for all who will come after us.

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index



A new bridge spans a bay and builds a community.

PROJECT: Bay Bridge, San Francisco-Oakland, California

CLIENT: California Department of Transportation

Motorists traveling across the San Francisco-Oakland Bay Bridge, high above the rippling blue waters of San Francisco Bay, sometimes feel as if they can almost see forever. And that's a good perspective when you're thinking sustainability. In fact, almost everything about the design and construction of the bridge improvements, begun in the late 1990s and scheduled for completion in September 2013, was conceived with the idea that the updated bridge should exist in harmony with its environment.

Retrofitting of the existing western suspension span, from San Francisco to Yerba Buena Island, is complete. Now Fluor, in a joint venture with American Bridge, is constructing one section of the entirely new eastern span of the Bay Bridge, linking Yerba Buena Island to Oakland. The full eastern span includes a total of four sections that will appear as one streamlined span with a single deck when it's completed. The American Bridge/Fluor joint venture is constructing a section unprecedented in its client-crafted design: a self-anchored

suspension (SAS) span featuring just one 525-foot tower, immediately east of Yerba Buena Island in the middle of the bay, and a single suspension cable that will support the entire bridge deck. A spokesman for the California Department of Transportation (Caltrans) — the client — likens the bridge's suspension system to a sling, rather than the hammock-like design of a traditional suspension bridge.

The bridge improvement project is also distinctive for its adherence to sustainability principles, from its singular design, intended to withstand a 1,500-year return period earthquake, during construction and through the bridge's expected 150-year lifespan. That sustainability focus is completely compatible with Fluor's Sustainability Manual, which defines the three key areas of sustainability as economic growth, social progress and environmental stewardship, says Peter van der Waart van Gulik, Fluor's Project Director and the Deputy Project Director for the joint venture.



Views from the top of the erection tower.

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Peter, as well as Chuck Kanapicki, Fluor's Quality Control Manager on the joint venture, chronicle a host of examples that illustrate how this project links with those three focus areas.

ECONOMIC GROWTH

"Fluor and other companies on the project have provided up to seven years of employment through local unions for a number of skilled workers in the Bay area," Peter points out, noting that the SAS section work began in 2006. "About \$60 million in contracts have gone to small businesses, disadvantaged businesses and disabled veteran business enterprises, roughly one-third of them in the Bay area."

Managers on the multi-year project understand that the Bay Bridge, which carries more than 280,000 vehicles a day, is essential for those who live and work in the area. Keeping it open and facilitating traffic flow are crucial to local business and commerce. By working around the clock on certain holiday weekends and taking measures to minimize disruptions, Fluor and other contractors have coordinated with Caltrans to make sure commuters can count on using the existing bridge throughout the construction period.

Chuck points out another important economic factor. "This bridge project is a symbolic catalyst for economic growth for Oakland," he says. "A regional park is being created in Oakland at the east end of the bridge, and a live/work community will be developed on Treasure Island, which is connected to Yerba Buena Island. These steps will be a real shot in the arm for the entire area."

ENVIRONMENTAL STEWARDSHIP

A complex — and in many ways unconventional — design called for creative approaches to environmental sustainability from the beginning. "We first had to build a temporary bridge on which to build the permanent bridge," Chuck explains. Since the cable holding up the bridge is connected into the roadway itself, the roadway sections are constructed first, and then lifted one by one onto the temporary

bridge. (For a traditional suspension bridge, the roadway is built last.) Once the permanent bridge is connected and the weight of the decks transferred to the cable, the temporary bridge will be removed and its materials recycled.

"For the temporary bridge, we were able to use bolted field connections rather than welded connections," Chuck says. "That's a cleaner process, uses less energy, produces less waste materials and is healthier for workers because they are not exposed to fumes, flash burns and other hazards of welding."

"This bridge project is a symbolic catalyst for economic growth for Oakland."

~ Chuck Kanapicki

Modifying and reusing a number of construction elements has been a priority. On the erection tower shaft, the tower gantry was modified for use in the cross beam erection, then modified back again for the tower and so forth. Materials used in everything from the control booth to gantry sheds were reconstituted for reuse during the temporary bridge construction.

Then there was the concrete — and there is a lot of concrete on this job. Explains Chuck, "We built two concrete structures as part of the permanent bridgeworks, the W2 Cap Beam at the west end and the E2 Cross Beam near the east end of the bridge. Later, we were able to lower the soffit or bottom portion of the W2 Cap Beam form work several feet and use it as a platform for working and storage."

"We've used more than 9,000 cubic meters of technically advanced concrete in this project," Chuck continues. "It contains large quantities of fly ash, which lowers the heat level of hydration and provides fresh properties in pouring. A recycled byproduct of burning coal, fly ash reduces the amount of cement used, lowers the cost of the



When the east span of the bridge is completed, it will also include a bike path and a walking path, making it safe for those who prefer to reduce their own carbon footprint when moving along the bridge.

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

concrete and allows us to use smaller quantities of some other elements that have a high carbon footprint. In short, we've taken many steps to ensure this concrete is environmentally sound." Since cement manufacturing produces high quantities of greenhouse gases, replacing cement with fly ash in the concrete also indirectly reduces greenhouse gas emissions.

SOCIAL PROGRESS

With workers poised on steel beams 150 feet above the water, operating one of the largest cranes in the country, lifting massive box girders of steel and performing a wide array of other tasks, this site calls for unfailing attention to safety. As with all Fluor projects, safety remains the first priority. That means keeping not only the workers safe, but also the motorists. An ongoing Caltrans public safety campaign regularly reminds drivers to keep their eyes on the road and avoid being distracted by the sights and sounds of bridge construction.

This dedication to safety applies to all those who will use the bridge in the future, as well. Mock-ups, demonstrations and trials have verified the quality and reliability of every aspect of bridge fabrication. In addition to those contractually required, the American Bridge/Fluor joint venture developed its own quality requirements for features considered

temporary, and initiated its own steel fabrication of column and deck sections mock-ups, cable installation trials and concrete maturity monitoring.

Since it opened to the public in November 1936, the San Francisco-Oakland Bay Bridge has been for motor vehicle use only, but when the east span is completed, it will also include a bike path and a walking path, making it safe for those who prefer to reduce their own carbon footprint when moving along the bridge.

Whatever their mode of transportation, area residents will benefit from a revised construction plan that will allow the bridge to open to the public earlier than previously scheduled. The new eastern span will open to traffic in late 2013, although it will take some time after that to demolish the existing eastern span.

Chuck Kanapicki believes that this bridge will provide something beyond a seismically safe thoroughfare — something intangible and, ideally, sustainable — for the Oakland community. "This bridge is iconic for the Oakland side of the span," he reflects. "It's a rallying point for the community, and when it's done, it will certainly be a point of community pride."



From providing alternate nesting habitats for cormorants that currently roost under the Bay Bridge to taking measures to protect eelgrass, an aquatic plant crucial to the Bay's ecosystem, a host of actions at the construction site are protecting the Bay and all its inhabitants.



Storm water pollution prevention program

Because the San Francisco Bay is home to one of the most diverse flora and fauna communities in the world, numerous precautions are safeguarding the Bay's fragile environment during construction, adds Peter. Bill O'Sullivan, who heads Fluor's Storm Water Pollution Prevention Program, lists some of the steps put in place by the American Bridge/Fluor joint venture.

- Containment of materials and non-storm water liquids is monitored continuously to eliminate any construction discharges into the Bay.
- Biodegradable oil is being used in all the hydraulic equipment.
- Diesel engines were upgraded to Tier III emission standards to reduce hydrocarbon and nitrous oxide emissions.
- Early underwater drilling was scheduled outside the salmon and herring spawning season, when possible, or special precautions such as bubble curtains were employed to limit the acoustic impacts.
- Spill kits are in place to serve as first response measures, and an oil spill contingency plan is ready for use in the unlikely event of a larger spill.
- Overall quantities of solid waste at the construction site are minimized by sending all recyclables to scrap yards.
- Liquid wastes are sent to authorized processors to ensure they do not enter landfills.

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

In perpetual winter, a team springs into action.

PROJECT: Chayvo Onshore Processing Facility, Sakhalin Island, Russia

CLIENT: ExxonMobil

From the air, the Chayvo onshore processing facility (OPF) looks remote and austere, surrounded by an inhospitable landscape. And indeed, it is remote. Located on Sakhalin Island in the far northeastern section of the Russian Federation, the Chayvo OPF is carved out of the Arctic tundra, surviving in an environment where it is, to a greater or lesser extent, virtually always winter.

But come in for a closer look, and you'll find a thriving facility where two partners — Fluor and its client, ExxonMobil — employ more than 1,100 people from around the world. Their job: complete the Chayvo OPF Expansion to increase the existing facility's gas handling and water handling capacities. Their mission: make a positive impact on the community.

The project was well under way when, in early 2010, Fluor's Director of Health, Safety and Environment Engineering & Sustainability, Nancy Kralik, approached Fluor's Project Director, David Sackett, with a new challenge. Would they, she asked,

be willing to be the first to implement the newly published Fluor Sustainability Manual? The manual not only defines Fluor's approach to sustainability but also outlines a process that enables all members of a project team to contribute ideas and introduce sustainable work practices.

Amy Warren, one of Fluor's Area Project Managers for the Chayvo OPF Expansion Project in Houston, knew just what to do next. "It was important to form a Sustainability Committee with both companies represented," she asserts. "And we needed representatives from all disciplines." Through targeted recruiting and from a pool of volunteers, Amy soon headed a committee comprising people from the Houston and New Delhi offices and the site on Sakhalin Island.

The committee's work was a natural fit for members from both companies. True to the "great minds think alike" adage, ExxonMobil had defined its own sustainability efforts in their annual Corporate Citizenship Report — efforts that were completely



(top) Aerial of Onshore Processing Facility. (bottom) Slug Catcher with 300-ton lift. Sakhalin Island, Russia.

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

aligned with Fluor priorities. In fact, ExxonMobil had already initiated a variety of sustainability projects in the area, where preserving the fragile environment and serving the indigenous people were high priorities.

“Merging ExxonMobil’s manual with Fluor’s enhanced the sustainability focus,” explains Reed Grable, ExxonMobil engineering manager, who notes that his company endorses sustainability for both business and humanitarian reasons. “I was impressed with the sophistication and thoroughness of the Fluor manual. The checklists by areas of discipline and tasks opened my mind to all the possibilities that existed on the project for sustainability related efforts, some things we could do at almost no cost but that would have a real impact. The manual made it clear that sustainability was really serious business.”

The Sustainability Committee established biweekly meetings in which members received additional education on sustainability and began identifying activities already in place as a springboard for brainstorming sessions in which to formulate new ideas. Seeking input from the entire project team, the committee created and distributed both in print and online a brochure asking for sustainable work practices, those already in use as well as new ones. Illustrating inclusiveness, the committee made sure the brochure was available in both English and Russian, the two primary languages on the work site.

Fluor’s manual identifies three focus areas for sustainability — economic growth, social progress and environmental stewardship. For Chayvo, ExxonMobil and Fluor agreed that the greatest opportunity for sustainability efforts lay in the socioeconomic realm. With limited economic opportunities and many residents who are underserved in some respects on Sakhalin Island, the Chayvo Expansion team had already initiated several programs to address local needs.

Eventually, the Houston-based committee transferred leadership of sustainability to the field site,

where Isaac Thompson and Anna Logvin, both from Fluor’s HSE team, have championed the work. The onsite team has expanded the focus of the program to include sustainable practices in the environmental area.

For Amy Warren, these projects, substantive as they are, represent just the tip of the iceberg for Fluor and its clients. “The Sustainability Manual provides us with a fresh way of looking at opportunities to support the objectives of our clients beyond what we traditionally see as our scope,” she reflects.

“Clients with progressive views on sustainability look at Fluor as a differentiated supplier because of our own emphasis on sustainability. With our knowledge and the framework provided in the manual, we can help clients achieve their goals.”

Excited about being first to “test” the manual and set an example for other Fluor projects, Amy believes the Sustainability Manual, and the heightened awareness it brings, provides another benefit.

“There’s a lot of synergy between value awareness and sustainability,” she has determined. “Of course we are always looking for cost savings for Fluor and for our clients, but sustainability is a different motivation, a more holistic approach that reenergizes us around serving our clients. It makes us proud of how we do business.”

“Clients with progressive views on sustainability look at Fluor as a differentiated supplier because of our own emphasis on sustainability. With our knowledge and the framework provided in the manual, we can help clients achieve their goals.”

~ Amy Warren

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index



Sustainability-related efforts at the Chayvo Expansion

Here are just a few of the many sustainability-related efforts underway at the Chayvo Expansion:

- Following a strict waste segregation procedure, the site divides all waste items at the point of origin; a contractor then removes all segregated waste from the site. Plastics, batteries, oil and other fluids — all manner of materials — are reused or recycled if possible. Even food waste is isolated for reuse: local regulations permit farmers to feed it to their pigs.
- When stray domestic animals became a problem on the island, a group of residents voluntarily organized to address the problem, working toward their self-assigned goal of “no stray animals on the island.” The Chayvo project has provided donations to support the group’s creation of the area’s first animal shelter.
- ExxonMobil’s efforts to help local single mothers and children at risk have involved team members in voluntarily performing household maintenance for those in need.
- Donations from Fluor, ExxonMobil and subcontractor employees helped create a happy holiday season for 42 low-income children on the island and even resulted in a surplus fund for future projects. “The Sustainability Manual stimulates this kind of activity,” Anna says. “People want to do some good in the community — the manual gives that desire a framework.”
- “Chayvo Stay Strong” is a fitness program open to all those working at the site, a benefit to people stationed in such a remote area where very few recreation and fitness options are available. Assembling in an on-site classroom fitted with a large flat-screen television, participants push the furniture aside and exercise with a DVD providing instruction. They even use weights they made for themselves with empty plastic water bottles filled with sand. Fitness equipment is in short supply on site, Anna explains, but the workouts provide cardiovascular exercise in a supportive group setting.
- Bears and cubs aren’t four-legged creatures at Chayvo: they are advanced and beginner English class participants, so named to add some fun to the endeavor. Volunteers from the workforce provide lessons to anyone on the site who wants to participate — especially noteworthy when those volunteer hours come at the end of 12-hour work days.
- When employees achieved one million safe work hours, they declined the traditional congratulatory gift and redirected funds budgeted for the commemoratives to benefit an area orphanage instead. Toys and school supplies for 64 children went to the Krasnogorsk Orphanage, Sakhalin Island, Russia.



Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index



From inception to completion; putting sustainability first.

PROJECT: Jetty Boil-Off Gas Recovery, Ras Laffan, Qatar

CLIENT: Qatargas Operating Company Limited

When Fluor was awarded an engineering, procurement and construction management contract by Qatargas Operating Company Limited in April 2010, one thing was abundantly clear. The client, the largest liquefied natural gas (LNG) producer in the world and a leader in environmental responsibility, was looking for Fluor's support and expertise to incorporate sustainability performance into its jetty boil-off gas (JBOG) recovery at every phase of the project.

The project itself is environmentally driven. Its objective is to minimize gas flaring at the LNG berths at Qatargas' storage and loading facilities in Qatar, thereby recovering and collecting gas so that it can be reused, primarily as fuel gas. The client, with whom Fluor had previously worked, wanted a **comprehensive** approach to sustainability on the initiative — the very approach Fluor's Sustainability Manual describes.

"Part of our contractual responsibility was to put together a sustainability plan," explains

John Shepherd, executive project director. "Because we were familiar with the new Fluor Sustainability Manual, we planned to apply it to this project from the outset."

"The client was especially pleased to learn our manual was already in place and delighted to know we were a step ahead in this process," says Curll Dowden, process engineer at Fluor's Houston offices, where Fluor personnel soon began work on detailed design and procurement. In lock step, a sustainability committee with both client and Fluor representatives of various disciplines quickly formed to communicate with and solicit sustainability ideas from all the team members. Following the principles and procedures mapped out in the manual, the committee saw results almost immediately: nearly 40 submitted sustainability ideas were soon in the review process.

"Waste reduction, conservation, social welfare — these are key words in the manual," Curll points out. "We applied them to our plans, and sustainability ideas just came from that." Among the suggestions

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

reaping real benefits are two that stand out: one, for the use of high-density insulation for the gas lines that will reduce operational costs and conserve energy; and another aimed at recycling wood packing materials.

Curll and John agree that, as the JBOG project moves from the office to the field site, the Sustainability Manual will continue to guide the team’s decisions and will be further integrated with Qatargas’ own corporate citizenship initiatives. They anticipate the large, multinational workforce in Ras Laffan, where Fluor will support the construction, commissioning and start-up phases of the project, will receive Sustainability Manual information online and at regular town hall-type meetings.

“As we implement sustainability ideas, workers will see the steps we’re taking and ask about them, giving us another opportunity to explain the concepts,” John reports. “That will spark their thoughts and encourage more ideas, because when workers can see tangible results coming from using the manual, it puts life into the concepts.”

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

2010 progress report

If almost a century of doing business has taught us anything, it is that change is the only constant. We are on a journey that requires us to adapt to the changing sustainability landscape, as well as the challenges this poses for Fluor and our partners — and it's a commitment we take very seriously.

[Letter](#)[Overview](#)[Featured Projects](#)[2010 Progress Report](#)[GRI Index](#)

Ethics & Compliance

A cornerstone of Fluor's business success is our highly regarded reputation for the highest standards of business ethics. Building upon our company's core value of Integrity, our Board of Directors and executive team are actively engaged in continuously improving our endeavor to achieve steadfast ethical conduct.

At Fluor, ethical behavior is a business imperative. We strive to move beyond compliance with laws and regulations, approaching ethics issues proactively. As a result, we focus on two key strategies. First, we advance a comprehensive compliance and ethics program that guides our directors, employees, business partners, suppliers and contractors. This is a dynamic program, involving risk assessments, policies and procedures, extensive communication and training programs, as well as monitoring, reporting and investigations. It empowers our employees by providing them with the information and resources needed to make responsible decisions, while also safeguarding the company through continuous oversight of our operations. Our work on this program is unending, as we continue to improve it by monitoring developments in our business, our industry and the global landscape, and benchmarking best practices. [GRI 2.10](#) We are proud that our program and results have been recognized as world-class, as evidenced when *Ethisphere* magazine named Fluor as one of the World's Most Ethical Companies globally for the fourth consecutive year, among other distinctions.

Our second strategy is to work with our stakeholders, other companies and organizations to improve business standards worldwide. We continue to be active in a number of global initiatives focused on achieving the goals of eliminating corruption and

bribery, creating a level playing field for businesses, influencing future laws and regulations and improving public trust in global commerce. Our new Chief Executive Officer, David Seaton, has passionately assumed Fluor's leadership role of the World Economic Forum's (WEF) Partnering Against Corruption Initiative, in addition to several other key activities.

ADVANCING INTERNAL INITIATIVES


Fluor conducts its operations with meticulous fairness and uncompromising honesty. We work hard to ensure that all employees are well informed to act ethically and responsibly in order to protect our company's well-regarded reputation and retain the respect of all who associate with us.

Risk Assessment: [GRI SO2](#) Because it is our responsibility to protect our business, our shareholders and our clients, Fluor employs robust risk management programs throughout the company. We utilize a formalized and systematic process for assessing and monitoring the company's business risks, including the potential for corruption associated with execution of capital projects around the world. Our approach is designed to identify what can go wrong and develop mitigation strategies for eliminating such risks. There are occasions when we make the decision to not pursue a project because our analysis concludes it cannot be executed in a corruption-free environment. Before any project is pursued or begins,

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

risk identification and management are our top priorities.

Additionally, in 2010, Fluor's Compliance & Ethics Risk Area Task Forces, comprised of cross-functional, cross-business group subject-matter experts, assessed risks and reviewed practices in various areas, including competitive practices, document management and retention, employment, financial assurance, governance, government contracts and relations, health, safety and environmental (HSE), intellectual property and international matters. This periodic process helps Fluor refresh our program to address our current risks.

Code of Business Conduct and Ethics:  **GRI 4.8** Over the years, our ethics policies and program have been designed to ensure best-in-class standards and practices among our employees and business partners. In 2010 we updated our Code of Business Conduct and Ethics for our employees — both salaried and craft — as well as our supplement for those who specifically serve one of our largest clients, the U.S. Government. The revised code refreshed the content based on our current risk profile and was redesigned to be more engaging. Continuous efforts are made to ensure Fluor's code represents best practices in ethics and compliance, resulting in our company's strong performance in always doing the right thing.

With growing concern over increased corruption activity around the world, Fluor continues to lead business endeavors to uphold the U.S. Foreign Corrupt Practices Act and other international and local anti-corruption laws, and to eliminate bribery and corruption in the course of international commerce. We constantly monitor global changes and trends, and as a result, we updated our Anti-Bribery and Corruption Policy to emphasize the recently enacted U.K. Bribery Act and other high risk areas.

Training: To make certain our employees understand and abide by the code, we devote significant resources and attention to ensure it is truly embedded into

the day-to-day activities of our global workforce. Fluor offers a variety of training programs to ensure our employees understand and act in accordance

To date, Fluor has completed
40,000+ code training sessions since initial deployment



In 2010, 100 percent of the company's employees confirmed their understanding of and commitment to adhere to the code.

with the company's high ethical standards.  **GRI SO3**

In 2010, nearly 15,000 code training completions were added, bringing our total to more than 40,000 since initial deployment. To date, more than 93 percent of salaried employees worldwide have been trained on the code, which emphasizes our anti-corruption program among other key priorities.

While new training reflecting the recent changes to Fluor's code will take place in 2011, employees were educated on the revised Anti-Bribery and Corruption Policy in 2010, with tailored discussions for those working in Sales, Marketing, Project Management and Executive Management. Certain project employees received project-focused anti-corruption training developed in conjunction with the American Society of Civil Engineers' Anti-Corruption Education and Training Program. Fluor helped sponsor and develop this program that teaches appropriate responses for typical corruption issues that arise on global construction projects. Additionally, new training was presented to Fluor supervisors during the year that included guidance on how to receive and manage employee concerns to ensure they are appropriately handled

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

and properly escalated. Export compliance, investigative and other compliance-and-ethics training courses were deployed on a risk-based approach.

Monitoring: During 2010, Fluor conducted a global Employee Engagement Survey across all business lines and corporate groups, which measured employee perceptions of company values and other drivers of engagement. Because of Fluor's long-standing value of integrity, the subject matter of ethics received among the highest perception scores. Overwhelmingly, employees responded positively to questions asking: "I believe the people I work with follow the Code of Business Conduct and Ethics," and "Management at this organization takes appropriate action to address any violations of Fluor's ethical standards." Specifically, the question "I am able to perform my job without pressure to compromise the Code of Business Conduct and Ethics, company policies or the law to meet business goals and objectives" received the fourth highest rating of 93 total survey questions. This type of feedback helps us assess our culture of ethics and compliance, the effectiveness of our program, and any areas of improvement.

Fluor again conducted its annual Code of Business Conduct and Ethics certification. In 2010, 100 percent of the company's employees confirmed their understanding of and commitment to adhere to the code. A key purpose of this practice is to give employees an additional opportunity to disclose ethical concerns or any actual or potential conflicts of interest.

Communications & Recognition: Our culture of integrity is among our most valuable assets. Therefore sustaining a comprehensive communications program for both internal and external audiences is essential.

Company leadership stressed the importance of ethics to our employees through a variety of communication channels during 2010, including face-to-face meetings, web conferences and Fluor's robust intranet site for our employees worldwide.

For our external stakeholders, executives participated in several media interviews and speaking engagements in 2010, which were shared with employees via our intranet site. These included interviews with *Ethikos* and *Civil Engineering* magazines, as well as speaking engagements at the University of Geneva, Ethisphere Institute's Global Ethics Summit, Project Managers Forum, Compliance Week 2010, Corporate Responsibility Officers Association, Practising Law Institute's Advanced Corporate Compliance and Ethics Workshops, Engineering and Construction Risk Institute's Sponsors Meeting, in addition to many for the World Economic Forum's Partnering Against Corruption Initiative, among others.

Incentives: With Integrity firmly recognized as one of the company's four core values, we took steps during the year to expand our annual employee performance assessment program and provide 19 specific metrics to help evaluate an employee's ethical performance. The additional definitions and guidance are intended to assist supervisors when they review this core value with their employees, discussing with them the importance of maintaining high ethical standards in all business dealings. Employees' performance in this and other key areas directly influence decisions regarding promotion opportunities and compensation.

Reporting: It is of utmost importance to Fluor that employees are not reluctant to report concerns about suspected unethical, illegal or improper behavior. In addition to having the opportunity to speak with their immediate supervisor or others in management, Human Resources, or in an investigating department, our company has in place an anonymous, toll-free Compliance and Ethics Hotline. In 2010, we launched 15 new international toll-free telephone lines and two new website-reporting mechanisms to facilitate employee reporting around the globe. **GRI 504** A total of 853 reports were received during 2010. In all cases where the reports were substantiated, disciplinary and/or corrective actions were taken. Clients, partners, subcontractors and suppliers also are encouraged to use Fluor's

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

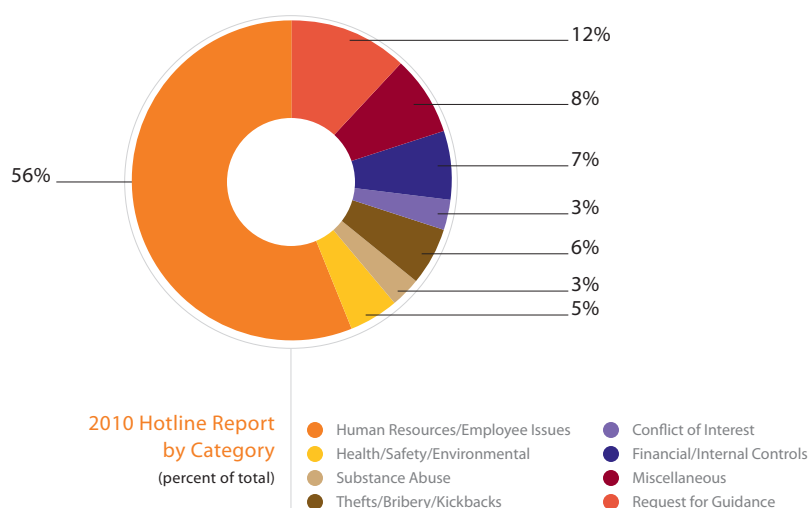
Compliance and Ethics Hotline to report any suspected misconduct. Managed by a third-party company, the hotline is available 24 hours a day, seven days a week, with translation support.

LEADING EXTERNAL ETHICS ENDEAVORS

At Fluor, ethical leadership has far more than just an internal focus. For us, working with others to improve ethical business practices in the global community is more than just a responsibility; it is a privilege to affect positive change. In addition to working with nongovernmental organizations (NGOs), we actively engage our clients, partners, subcontractors and suppliers to advance ethical interests and often directly work with them to aid in the development of their own ethics and compliance programs.

GRI 4.12 Fluor is strongly committed to several WEF anti-corruption initiatives, putting the fight against corruption high on the agenda at the WEF's Annual Meeting in Davos and at regional summits around the world. The company continues to provide leadership to the WEF's Partnering Against Corruption Initiative (PACI). This initiative now has 160 signatory companies and an ambitious strategy in place to focus on collective action and target high-impact industry- and country-specific activities. During the year, the PACI team continued its work on a major public-private partnership project in Mongolia, the Responsible Mineral Development Initiative, to formulate and implement a series of transparency, sustainability and anti-corruption guidelines for companies operating in the mining sector there. Work on this important initiative, among several others, will continue throughout 2011.

Chief Executive Officer David Seaton now chairs the Working Group on Anti-Corruption for the G-20 Business Task Force. Supported by the WEF and International Chamber of Commerce, this group has been tasked by the French G-20 Presidency to ensure business engagement around G-20 activities, including work to make policy recommendations and bring a private-sector perspective to the G-20



anti-corruption action plan. Seaton also chairs the WEF's Global Agenda Council on Corruption, which comprises a select group of leaders from business, government and civil society that is utilizing the convening power of the WEF and a wider network of 70 global agenda councils to influence the implementation of the G-20 anti-corruption action plan.

Finally, the company continues its commitment to the United Nations Global Compact and serves on the steering committee for its 10th Principle on Anti-Corruption.

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Governance

Fluor continually strives to develop governance policies and practices that support our commitment to integrity, transparency and accountability.

In this way, we can support the long-term advancement of the company and maintain alignment with our shareholders. Throughout 2010 and into 2011, Fluor's Board of Directors has focused on a number of key areas, including Board independence, leadership and composition, as well as shareholder rights — all of which are crucial to effective governance.

BOARD INDEPENDENCE

✦ **GRI 4.3** Fluor's dedication to good corporate governance begins with an independent and fully informed Board of Directors. Excluding Alan Boeckmann and David Seaton, Fluor's former and current chief executive officers (CEOs), all directors are independent within the meaning of New York Stock Exchange rules and Fluor's Corporate Governance guidelines. In addition, each of the Audit, Governance and Organization & Compensation Committees is composed entirely of independent directors, who oversee critical matters such as the remuneration policy for executive officers, succession planning, corporate governance guidelines, policies and practices, and the integrity of the company's financial statements and internal controls over financial reporting.

BOARD LEADERSHIP

✦ **GRI 4.2** In 2003, the Board established a lead independent director position, as it believes this role is useful in promoting good Board governance when the company has a non-independent chairman. Peter Fluor, one of the Board's independent directors, is serving in this role for a three-year term. His primary responsibility is to preside over and set the agenda

for all executive sessions of the Board. He also approves meeting agendas and information sent to the directors, leads Board meetings in the chairman's absence, acts as a liaison between the chairman and independent directors, provides guidance on the orientation process for new Board members, provides consultation and communications to shareholders as appropriate, and monitors communi-

Throughout 2010 and into 2011, Fluor's Board of Directors has focused on a number of key areas, including Board independence, leadership and composition, as well as shareholder rights — all of which are crucial to effective governance.

cation to the Board from shareholders and other interested parties. His duties are closely aligned with the role of an independent, non-executive chairman, thereby providing additional independent leadership to the Board.

BOARD COMPOSITION

✦ **GRI 4.7** Fluor's Board believes that its directors should possess a diverse range of experience to give the Board depth and breadth for the benefit of our shareholders. Accordingly, the Board and its Governance Committee consider the qualifications of current directors and director nominees both

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

individually and in the broader context of the Board's overall composition, as well as the company's current and future needs. Fluor's directors have experience in industries in which the company operates or particular skills that are beneficial to the company, such as knowledge of financial matters, risk oversight, compliance, government contracting and familiarity with non-U.S. markets.

✦ **GRI 4.10** To ensure Board members continue to have the skills desired by the Board and that will best serve our shareholders, each director who is one year away from reelection is evaluated by the chairs of the committees upon which that director serves. These evaluations are used by the lead independent director to provide feedback on individual performance.

✦ **GRI 4.6** Fluor's Board also has policies and procedures in place to ensure that conflicts of interest are avoided, requiring directors to promptly disclose any situation that may involve a conflict with Fluor. In addition, the company has a written policy regarding Governance Committee approval of certain transactions that exceed \$100,000.

BOARD OVERSIGHT

✦ **GRI 4.9** As part of its oversight stewardship, the Board monitors how management operates the company. When approving strategies and granting other authority to management, the Board considers, among other things, the risks and vulnerabilities the company faces. When appropriate, it delegates oversight of certain risks to the Board's committees, which monitor and report on them each quarter to the Board. In addition, directors annually discuss specific risks related to Fluor's business strategy at the Board's June meeting.

CONTINUING REVIEW AND CHANGE

✦ **GRI 4.4** Fluor's Board is dedicated to good governance, proactively making modifications as needed. Corporate Governance Guidelines and committee charters, along with other Board policies, are regularly reviewed and updated in response to changing regulations and stakeholder concerns.

In December 2010, the Board voted to submit for shareholder approval two sets of amendments to Fluor's Certificate of Incorporation — one declassifying the Board and another removing and replacing the supermajority voting requirements. (More information about these amendments is available online at www.fluor.com, in Fluor's 2011 Definitive Proxy Statement, under the Investor Relations section.) Both amendments were recommended by shareholders, and the Board proactively took action to remain accountable to this most valued stakeholder, our shareholder.

The Board considers all appropriate shareholder recommendations and proposals, and will take any steps needed to further improve our standards, controls and accountabilities. As additional regulations and recommendations on corporate governance are announced, we will continue to modify our policies and practices for the benefit of our shareholders.

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Employees & Workplace

CREATING SUSTAINABLE ADVANTAGE IN THE WORKPLACE

As an industry leader, Fluor seeks to create sustainable advantage in our global workplace. Everyone, from top management throughout the organization, operates under a “One Fluor” umbrella in order to benefit all Fluor stakeholders — employees, clients, shareholders and the communities where we live and work.

With a highly skilled workforce of nearly 40,000 employees around the world, we strive to create an environment that sustains and builds our diverse workforce. We promote a culture of inclusion in which people can achieve their personal career goals while aligning with our overall business objectives and serving our global client base.

In 2010, as some of Fluor’s businesses were affected by continued global financial challenges, we maxi-

mized workforce planning by sharing resources to the extent possible across businesses to meet staffing and client needs and retain talent. In doing so, we advanced our competitive position with improved teamwork and knowledge transfer.

HUMAN RIGHTS

GRI HR6 – HR8 With a long history of demonstrated commitment to fostering an environment to sustain human rights, Fluor is a signatory to the United Nations Global Compact. In this capacity, Fluor abides by all 10 principles set forth in the Compact, including Principles 1 through 6 that relate to human rights issues.

Fluor has had no incidents of forced or compulsory child labor anywhere in the world. The company’s security personnel receive annual training in company policies and procedures that relate to operational



Fluor’s management philosophy

Fluor’s management philosophy for creating a sustainable workforce involves:

Maintaining a workplace where employees from different backgrounds and geographic locations can flourish.

Aligning all employees with our business objectives through effective communication strategies and practices.

Standardizing our core people-management processes to benefit recruiting, hiring and retention.

Building employee agility through training, development, networking and mobilizing our workforce to serve our clients.

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

human rights issues. Whenever possible, the company hires local residents, and offers ethics and compliance training to ensure employees are comfortable in reporting concerns about improper practices.

SUSTAINING A CULTURE OF INCLUSION

Focused on building the knowledge and talent of every employee, Fluor's policies and practices support the idea that all employees should have opportunities to excel in their chosen professions.

A culture of inclusion at Fluor means that no one is disadvantaged because of differences. Employment decisions are based upon job-related and non-discriminatory criteria. On Fluor's 2010 Employee Engagement Survey, some of the highest rated questions related to how people are treated, regardless of language, age, ethnicity/race, gender, family status, disability and sexual orientation.

It is company policy to recruit, employ and retain employees based on their training, education, experience and overall qualifications to perform competent, rewarding work. Emphasis is on filling open positions by promoting or transferring existing, qualified employees, and hiring additional staff resources as the need arises.

In every geographic location where we work, Fluor complies with local government-mandated legal obligations. At the same time, we implement practices compatible with the cultural aspects of managing a diverse employee population and thereby support a sustainable and engaged workforce. This strengthens our local, regional and global market position. Two examples for 2010 include Spain and South Africa.

To comply with a legal requirement for an affirmative action plan that ensures equal opportunities for women and men in Spain (*Plan de Igualdad*), we surpassed mandated requirements to incorporate broader diversity and inclusion concepts. These included improvements in several areas, such as open communication, feedback, cross-cultural adaptability, leadership and conflict management.



2010 Employee Composition (by business group)

GRI LA1

Employees	Number of Employees
Oil & Gas	8,827
Industrial & Infrastructure	3,750
Government	9,496
Global Services	3,331
Power	907
Other	2,848
Total Salaried	29,159
Craft and Hourly Employees	10,070
Total	39,229

Another example is our efforts in South Africa to expand their government-required Broad-Based Black Economic Empowerment initiative to align with our more comprehensive global strategy for diversity and inclusion. We are implementing best practices to help everyone move toward a proactive culture in which inclusion means realizing the competitive advantage inherent in having a diverse workforce.

In addition, we examine all areas of Human Resources to ensure local and international competitiveness and meet the needs of each geographic region, business and culture. Throughout 2010, many actions took place in the benefits area that were designed to assess the effectiveness of our benefit plans, improve cost efficiencies and help Fluor prepare for changes in legislation and regulations. Details can be found in the GRI Index, LA3, page 63.

Finally, having an inclusive environment helps us engage our globally diverse population. Fluor incorporates deliberate programming to facilitate employee education and collaboration. Through special communication initiatives, curriculum course work and online resources, we heightened employee awareness and understanding of inclusiveness in 2010. Details can be found in the GRI Index, LA13, page 66.

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

ALIGNING EMPLOYEES THROUGH COMMUNICATION

One critical component of successfully engaging the entire workforce is implementing effective communication systems that help align employees with the company's overall business objectives. Fluor strives to create opportunities for two-way communication between employees and management, something the company has long valued.

In 2010, Fluor partnered with an outside consultant to conduct a global employee engagement survey, which captured employee perceptions about 22 drivers that coordinate synergistically to measure engagement. Sixty-five percent of the global salaried population, including employees from remote locations such as Afghanistan and 55 percent of the U.S. craft population completed the survey.

The survey assessed employees' attitudes and beliefs about a broad range of work-related topics, including Fluor's core values of Safety, Integrity, Teamwork and Excellence. Employees continue to demonstrate strong positive perceptions about our values, with

questions about safety and integrity rating among the highest on the survey.

While many other organizations experienced decreases or no changes in engagement, Fluor's salaried employees' score increased two percent since the last survey. This continued to place Fluor within the consultant's "Best Employer" range, which designates companies whose scores fall between 65 and 100 percent. At Fluor, the majority of surveyed employees are engaged and contributing to the company's success.

Nearly seven out of 10 salaried employees and approximately six out of 10 craft employees who took the survey indicated the company inspires them to do their best work everyday. The salaried population said challenging work projects, work location and Fluor's reputation were among the top six reasons they stay with the company, and the top three positive perception ratings for this group were treating clients with respect, knowing priorities at work and maintaining a safety culture.



Communications initiatives

In 2010, Fluor implemented and continued communications initiatives to ensure all employees had opportunities to understand the company's objectives.

- Fluor maintains a formal **Mentoring Circles Program**, which provides more personal communication opportunities for local leader mentors to work closely with small groups of employees. Approximately one time per month, these groups meet to interact in informal settings. In 2010, 957 employees from 12 offices participated in the program along with 108 mentors.
- One broad communication venue included video messages from senior management posted on our global intranet communications portal. These contained information about global business and broad initiatives that affect all employees.
- Our global *Messages for Managers* program gave employees and managers a chance to explore important business-related issues. In quarterly meetings and daily interactions, local managers use the messages to update employees on important business matters and encourage their questions, opinions and input.
- Many offices have newsletters to keep their employees connected locally. For example, Fluor's India office produces a quarterly publication, *"Fluor Essence,"* that includes office activities, features on individual employees and business-related stories.
- The Manila office maintains an "Employees' Corner" on the local intranet portal where employees can post messages and ask questions. This office also offers an online herald, "HR Assist," which provides news, as well as health, safety and environment updates. Finally, employees participate in an annual *"kapihan"* (coffee break) session during which they discuss important updates directly with their leadership team.

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index



Nurturing our employees

In 2010, Fluor employees participated in the following courses/training sessions:

GRI LA10

40,614 hours of instructor-led courses

3,600 courses completed

110,032 hours of online courses

64,160 online courses completed

633 craft employees on-site training

533 craft employees in field supervisor training

As a result of this survey, key initiatives will be developed to address areas for improvement in employee engagement. Beginning in 2011, business groups and offices will cascade results to employees, and action plans will be developed on both corporate and local levels.

STANDARDIZING OUR CORE PEOPLE MANAGEMENT PROCESSES

As part of a broad Human Capital Management initiative, Fluor continued to make progress toward one global human resources management system. In 2010, five more countries were migrated into our SAP system, and eight are slated for 2011. Our new Human Capital Management System optimizes all of our HR systems, facilitating our ability to improve and sustain employee data integrity and security, as well as comply with regulations.

Fluor's online recruiting portal was implemented and/or optimized in several office locations in 2010. In Chile, the software optimization supported our ability to manage a large increase in the number of local hires required for projects in this country.

To keep in touch with former Fluor employees, a Fluor alumni website is currently in development. It will provide a central location where Fluor alumni can access news and information about the company and link to job opportunities through the career portal.

Also in 2010, Fluor improved its online performance assessment process, which facilitates employee evaluations and collects the data in a central location.

DEVELOPING EMPLOYEE AGILITY

Sustaining our employee knowledge base requires processes to foster continual learning and development options, improve networking capabilities and mobilize employees.

An example of one significant improvement in 2010 included expanding Fluor University's training capabilities to include video distance learning (VDL). This method reinforces our "One Fluor" global culture by providing employees with unique opportunities to interact with one another even though they are in different locations and geographies. Six courses were conducted.

This method is both cost effective and environmentally responsible. For example, in 2010 120 Fluor participants attended VDL training, saving roughly \$215,000 in business travel expenses, 95 tons of CO₂ emissions and 2,000 hours of lost productivity.

Online learning provides a means to sustainably train people. It continues to help our employees achieve high industry standards while reducing our carbon footprint.

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Fluor received the Construction Industry Institute Professional Development Award for its exemplary implementation of construction training courses in 2010.

➤ **GRI LA11** Employee agility was enhanced in 2010 through networking opportunities.

- Offices in Southern California established the Growing Representation and Opportunity for Women (GROWSM) initiative. The objective of this program is to establish a network of women and men who are committed to cultivating opportunities for attracting, retaining and developing talent. During its first year, GROW sponsored three

learning events about mentoring and hosted its first Leadership Summit. In 2011, several additional offices plan to adopt the program using Southern California as a model.

Additional information and examples can be found in the GRI Index, LA11, page 65.

Across the organization and around the world, Fluor continues to enhance and sustain its strengths by building an experienced, cohesive workforce. Through communication, training, networking and mobilizing its people, Fluor continues to find innovative methods to support employee involvement and create a sustainable work environment where everyone can succeed.



Effective partnerships

In 2010 Fluor continued to demonstrate its ability to effectively mobilize its workforce through deploying resources quickly to fulfill our clients' requests.



© 2011 BP p.l.c.

In May, Fluor's subsidiary, Plant Performance Services (P2S), received a call from BP requesting assistance in response to the Deepwater Horizon incident in the Gulf of Mexico. Within 12 hours, P2S and Fluor representatives from operations, human resources and other functional groups began arriving at BP's command center in Mobile, Alabama. BP proposed a Qualified Community Responder (QCR) program to use unemployed local workers to staff shoreline cleanup duties. Fluor's P2S leadership organized and mobilized professionals from many Fluor offices, business lines and projects. This joint team quickly established a partnership with local workforce commission offices in both Alabama and Florida. Almost immediately, Fluor began hiring and training local workers for the oil spill cleanup. In less than 10 weeks, more than 8,000 P2S employees were hired and trained as QCRs.



Fluor successfully transitioned eight Forward Operating Bases (FOBs) in Southern Afghanistan and 62 FOBs in Northern Afghanistan. This included conducting all required human resources activities for nearly 5,000 individuals and making employment offers and providing training for nearly 4,000 new employees.



With thousands of employees working long hours in an austere and dangerous war zone without their normal support systems, Fluor's Government Group HR team established an onsite employee assistance program to address mental health issues for those working in Afghanistan. This program helps improve coworker relationships, decrease accidents, increase productivity and improve retention.

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Health, Safety & Environment

At Fluor, we leverage the extensive knowledge we have gained over many decades working around the world to shape and execute a world-class Health, Safety & Environmental (HSE) program, one which safeguards our workers and the ecosystems in the communities where we work.

We believe that stewardship of these matters involves proactively going beyond simple compliance with HSE laws and regulations, and requires the full involvement of every member of the Fluor team, including our partners, suppliers and subcontractors.

Each year, we set challenging HSE targets, including ZERO IncidentsSM goals, to promote the prevention of harm to any individual working for Fluor and also to minimize the impact of our operations on the environment. Performing impact assessments and successfully managing risks to the lowest possible levels are essential components of our strategy and integral to the way we work.

GRI PR1 Our proven HSE Management System, comparable to ISO 14001, OHSAS 18001 and the U.S. Occupational Safety & Health Administration (OSHA) Voluntary Protection Program, integrates the highest international standards into each project phase and verifies our consistent and complete performance. Our execution and HSE Management System are continually reviewed in order to make enhancements so that we may apply the best practices across all of our operations.

In 2010, Fluor appointed two new HSE Fellows, a prestigious honor recognizing exceptional intelligence and acumen for specific subject matters that benefit our clients. These new Fellows specialize in sustainable design (Jim Hambright) and industrial hygiene (Craig Clairmont) and join the existing Fellow Jack Reisdorf, who has expertise in hazard operability analysis and reliability.

Keeping our people informed.

400+ HSE communications
were issued last year.

COMMUNICATIONS AND TRAINING

GRI LA8 Fluor's successful HSE track record comes from our management team's visible leadership and commitment to these matters, which encourages employees to take personal responsibility for them. During 2010, internal communications and tools were prepared and distributed to our employees to ensure their understanding of, and engagement in, the critical issues of HSE. More than 400 communications were issued last year using the following media:

- Alerts – recalls or calls for immediate action and response;
- Articles – internal and external publications highlighting projects, people, best practices or technology;
- Newsletters; and
- Contests and events – including HSE Week, hard hat sticker contest and kids' HSE poster contest.

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

One example of our communication efforts in 2009 and 2010 was the company's focus on H1N1 pandemic preparedness. This intelligence has now been archived for future use on pandemics and emergencies as needed. Additionally, with support from International SOS, we continue to offer employees extensive health information through online resources, particularly to help those who travel internationally.

More than 225 corporate-sponsored HSE training and education events were held in 2010, with 3,744 individuals educated through face-to-face, video teleconference and webinar delivery methods, including the company's first Virtual Distance Learning course.

HSE representatives from numerous engineering disciplines, facilities and project sites participated in the function's annual virtual workshop, addressing important topics such as talent development, human capital management, modularization, proposal support and HSE certifications.

During 2010, Fluor conducted a global Employee Engagement Survey that measured drivers of interest and engagement. Fluor's strong HSE culture was evident with 90 percent of the salaried population agreeing that they believe employees do a good job of demonstrating our safety value.

HEALTH & SAFETY

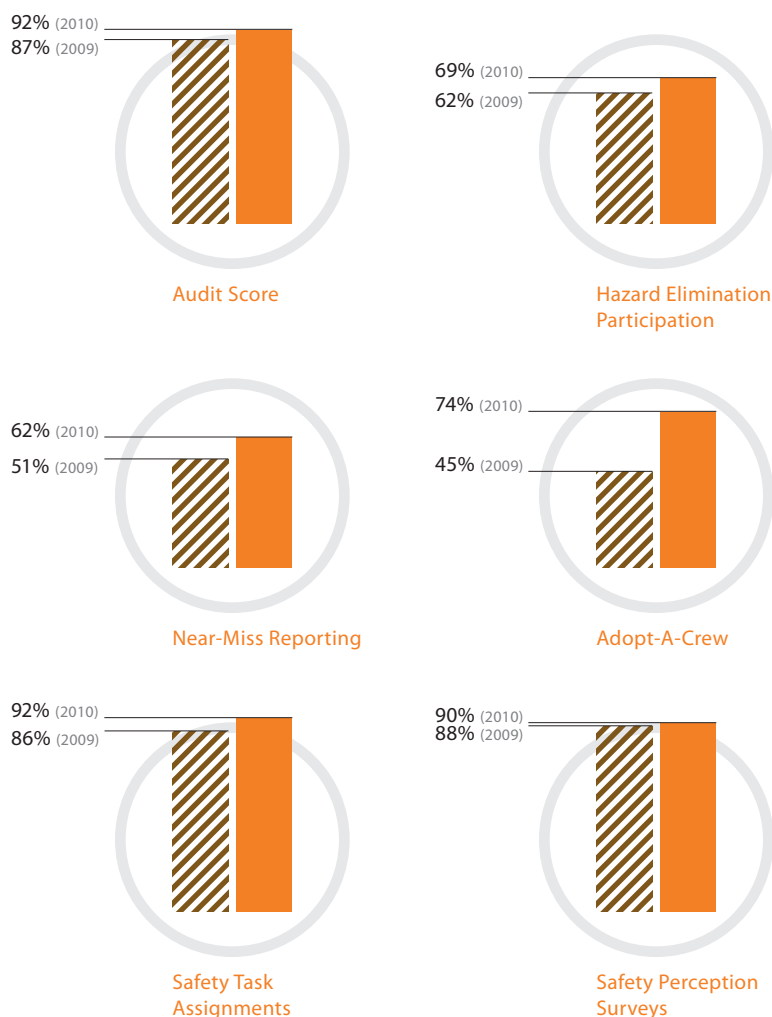
We know that it is our employees who empower Fluor's success, and as such, we never lose sight of the fact that the numbers reflected in our health and safety statistics represent real people. Fluor continues to be recognized as one of the safest contractors in the engineering and construction industry, and we believe that any incident is unacceptable and should be preventable. Consequently, we thoroughly evaluate any cases that may occur to immediately identify areas for improvement.

Continued Success with Leading Indicators: Fluor's proprietary Managing Safety to Zero (MS₂0SM) program tracks leading and trailing indicators, such as daily audits, near-miss incidents and hazards eliminated, in real time, for the purpose of

proactively improving working conditions and reducing incidents.

In 2010, MS₂0 was used on more Fluor projects than ever before. The program was upgraded with several positive enhancements, including the capability to evaluate individual contractors and focus on key indicators. This improvement, in particular, has proven valuable to Fluor and its contractors in reducing incidents. With pre-formulated metrics and goals, projects have a consistent way to measure

2010 MS₂0 Leading Indicator Metrics (based on 100%)



Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

their HSE performance each week and the ability to monitor trends.

Overall, MS₂0 was successful in showing improvements in audit scores, hazard elimination participation, near-miss reporting, Safety Task Assignments, Adopt-A-Crew and overall safety perception survey results. Other safety programs, such as management walkabouts, self assessments and training, had 100-percent participation and fulfilled our established goals.

2010 HEALTH AND SAFETY PERFORMANCE

GRI LA7 Fluor sustained its impressive safety performance in 2010, achieving positive results across key measurements. We experienced just 0.02 lost workday incidents per 200,000 global hours worked, remaining consistent with 2009's strong execution. We also performed within our goals for both total recordable case incidence rate and restricted workday case rate. In 2010, we substantially upgraded our Global Information Management System to better track incidents, trend issues and train employees and subcontractors.

While we incurred no employee fatalities in 2010, three of our subcontractors experienced fatalities last year. To address these incidents, we have strengthened and will continue to improve upon processes that focus on specific preventive actions.

Providing Industry Leadership: Fluor's interest in HSE matters extends far beyond our own operations. Our company has collaborative partnerships with a number of industry research and informational organizations related to safety. Fluor has committed resources to the Center for Chemical Process Safety's research projects and actively supports the National Safety Council's efforts to develop and promote safety programs for employees and subcontractors.

THE ENVIRONMENT

Fluor employees apply their leading-edge technical skills to contribute to greater sustainability in the communities where we work. We champion HSE practices across all of our operations and consistently incorporate appropriate features into

2010 Fluor Office & Field Performance

Though up slightly from 2009, Fluor's office and field performance (representing both self-perform and subcontractors) ended 2010 with excellent results per 200,000 global hours worked:

Restricted workday case incidence rate: 0.07

(Days Restricted or Transfer)

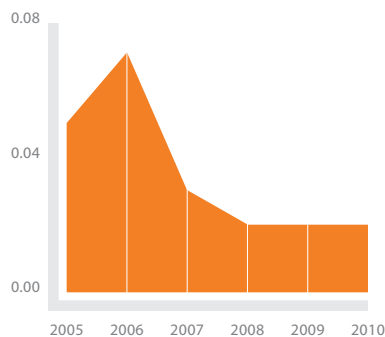
Lost workday case incidence rate: 0.02

(Days Away From Work)

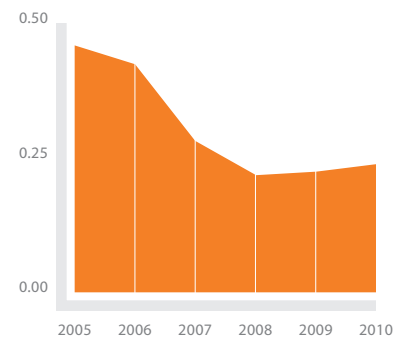
Total recordable case incidence rate 0.24

Total work hours for 2010 decreased slightly, from 263 million to 253 million.

Lost workday cases (with days away)
per 200,000 hours worked



Total recordable cases
per 200,000 hours worked



the designs of capital projects to minimize environmental impacts and the potential for hazardous events. We work to cut energy consumption in our own operations, as well as those of our clients, and advance environmentally conscious activities at the facilities in which we are engaged around the world. We continued our commitment to the United Nations Global Compact's environmental Principles 7 through 9.

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

✦ **GRIEN28** For the sixth consecutive year since the company began tracking these data in 2004, we received no Notices of Violation for environmental issues and no resulting monetary or other sanctions for non-compliance.

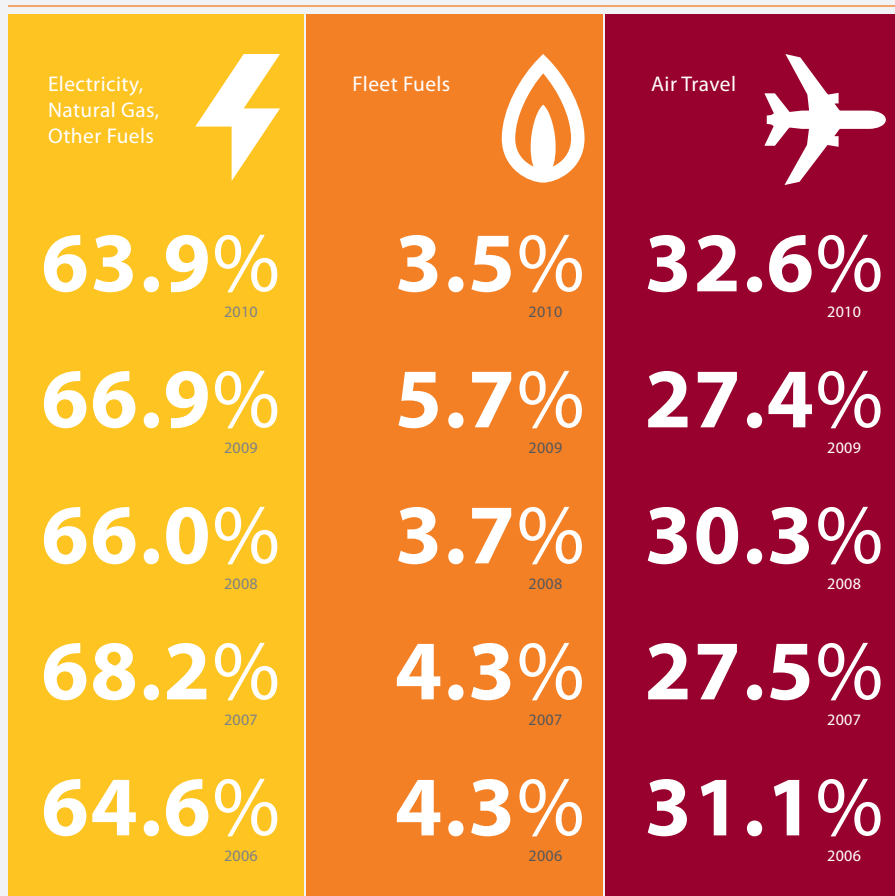
Measuring Our Corporate Carbon Footprint:

✦ **GRIEN16** Fluor implemented a global carbon footprint initiative in 2006, establishing a baseline set of measurements for our offices, fleets at those offices and air travel, but not including client sites. Now with five years of data collected and analyzed, our annual process of measuring and reporting our facilities' carbon footprint provides valuable information to aid in effectively managing them in an environmentally responsible manner.

Equivalent carbon dioxide (CO₂e) is the metric that Fluor has used to quantify its greenhouse gas (GHG) emissions from facilities since 2006. CO₂e is the typical measure for describing how much a given type and amount of GHG (e.g., carbon dioxide (CO₂), methane, nitrous oxide, ozone and chlorofluorocarbons) may influence the greenhouse effect, using the functionally equivalent amount or concentration of CO₂ as the reference.

From 2006 through 2008, Fluor experienced substantial global growth in all of its business lines, resulting in successive increases in our office square footage and number of employees, as well as our carbon footprint from 2006 to 2008. Concurrently, corporate GHG emissions increased, while the relative percentages of emissions categories remained well balanced year over year.

Fluor continues to proactively release its GHG emission information globally, regardless of whether this disclosure is mandatory or not, which varies depending on the location. We also report to the Carbon Disclosure Project, an independent, nonprofit organization that holds the world's largest database of corporate climate change information for use by financial and policy decision makers.



Fluor's Carbon Footprint

With the global business downturn of 2009 and 2010, Fluor reduced its office space, personnel and air travel. As a result of this decreased operational footprint, our 2009 and 2010 carbon footprints are smaller than those in 2007 and 2008. The relative percentage of GHG emissions categories continues to remain balanced for the company, despite the expansion and contraction cycle we have recently experienced.

ENERGY EFFICIENCY AND CONSERVATION EFFORTS

✦ **GRIEN5** From 2006 through 2010, our energy-efficiency activities have helped us manage the amount of carbon emissions generated at our global facilities. Voluntary and diverse conservation, energy-efficiency and green initiatives are providing cost-effective solutions for our facilities and contributing significant value to the company.

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

➤ **GRIEN18** With almost 8 million square feet of office space, reducing the financial risk associated with rising energy costs while simultaneously better managing our GHG emissions is critical to long-term sustainability.

➤ **GRIEN7** As a result of our voluntary green initiative activities in 2010, we reduced energy consumption by more than 10.3 million kilowatt-hours or 1.3 kilowatt-hours per square foot. These reductions occurred through integrating energy-efficiency and conservation best practices into our everyday operations. Examples include lighting retrofits (exterior and interior), lighting control procedural changes, kitchen appliance replacements, printing changes and programmable thermostats. Key reductions were achieved in the heating, ventilating and air conditioning (HVAC) system replacements and enhancements; energy management system implementation; use of highly reflective “white” roofing; and consolidation of office space and data centers, among other improvements.

The energy management initiatives included educating employees on energy logic awareness; incorporating multi-purpose energy-efficient copiers and “sleep mode” settings; installing motion occupancy sensors on office lighting; turning off computers and other technology devices at the end of the day; installation of window blinds to reduce solar heating impact; consolidation of server and data rooms, including removal of excess data cabling

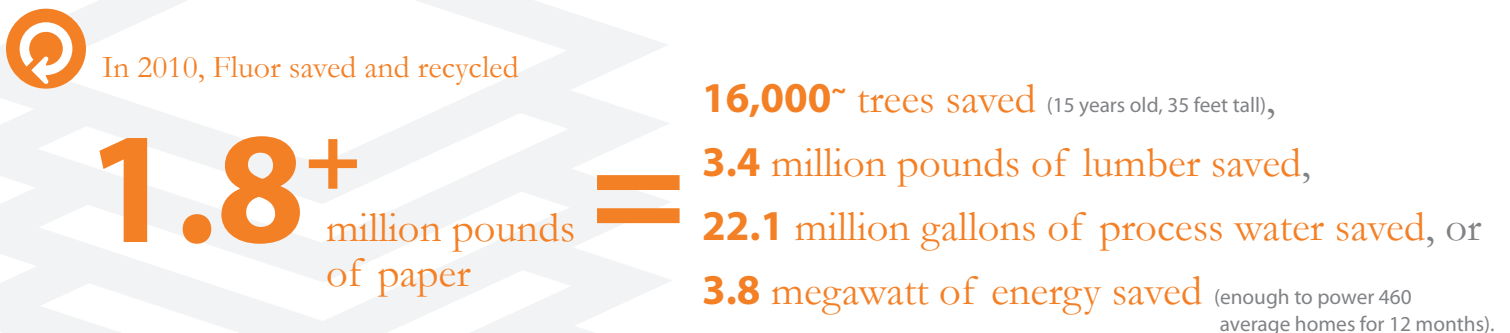
under the floors to allow greater air flow; and consolidation and reconfiguration of servers to improve HVAC and energy efficiency. In support of improved reliability and energy efficiency, end-of-service-life emergency generators were replaced with high-efficiency models.

During 2010, Fluor’s Information Technology organization worked to capture and retain repeatable sustainability improvements, such as reduced energy consumption and electronic waste, for the entire company. Specific initiatives at Fluor data centers included server and Storage Area Network consolidation; use of more efficient blade servers; implementation of the Verdiem® power management tool; reducing printer density; and improving the design and layout of data centers or consolidating them into hot-cold aisle configurations to improve air flow and heat removal. These configuration changes support IBM’s “green” hardened data centers and showcase Fluor’s 28-year relationship with IBM in operating data centers.

Carbon emissions also are being reduced through travel restrictions occurring companywide, implementation of global video conferencing capabilities and enabling telecommuting work through secure Virtual Local Area Networks.

Recycling: Virtually all Fluor offices have active recycling programs. Almost 3.5 million pounds of assorted bulk materials were recycled last year, including aluminum cans, batteries, paper, cardboard,

📄 **ONLINE SOURCES**
www.techsoup.com/greentech/paper



Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index



In 2010, Fluor recycled

210+ tons of iron and steel = **233.8** average cars (a typical car contains 1,800 pounds of steel),
294,000 pounds of coal conserved,
20,000+ pounds of limestone conserved, or
525,000 pounds of iron ore conserved.

computers, concrete, electronic waste, filters, plastic and glass bottles, iron, steel, light bulbs, tires, landscape trimmings and toner/ink cartridges. Paint and cooking and motor oils accounted for 74,000 gallons of recycled liquids, while more than 1.8 million pounds of paper were recycled at offices worldwide.

Conservation and Avoidance Initiatives: Conservation and landfill avoidance activities also are part of Fluor's global HSE initiatives. Many of our offices donated furniture, office supplies and carpet to schools, homes for the elderly and nonprofit organizations. Building on the 2009 initiative of double-sided printing, approximately 3.5 million sheets of paper — or more than 4.5 tons — were saved. Combined with the paper that was recycled, almost 1,000 tons of paper were conserved last year.

🔗 **GRI EN21** Water conservation approached 900,000 gallons through deployment of low flush valves, automatic faucet sensors, waterless and/or low-flow urinals, use of biodegradable cleanser and reclamation of grey water for irrigation.

🔗 **GRI EN29** As with previous years, transportation initiatives include using energy-efficient vehicles, including electric and hybrid models, as well as lighter/smaller vehicles aimed at decreasing fuel consumption. Several offices provided employee commuter shuttles and special event vehicles for volunteer activities at nonprofit organizations or nature areas. Carpooling and bicycling programs are supported by several offices as well.

Individual Office Initiatives Make a Big Difference:

🔗 **GRI EN26** While Fluor has a robust global HSE program, the voluntary efforts by staff in many of our offices also meaningfully contribute to our environmental impact. A few examples of proactive office initiatives from 2010 are provided below.


- Fluor is committed to the secure and environmentally sound disposal of retired computer assets through its partnership with Dell, with proceeds from this endeavor supporting Fluor's philanthropic activities. In the United States, funds are donated to the Operation Homelink™ program, which gives new computer equipment to families of deployed U.S. service personnel to enable e-mail communication with loved ones.
- Fluor's South American mining operations in Santiago, Chile, have implemented use of Fluor's Sustainability Manual on several of its mega-projects. Designed to encourage and even incentivize employee participation, the projects' value creation programs now include the sustainability features of energy efficiency, waste reduction, water conservation, air quality, community impact and socioeconomic and environmental aspects. All successful and approved employee suggestions become project initiatives and are tracked to completion. As a result of the new sustainability criteria, one project's wastewater treatment plant effluent was recycled so that discharge to the environment was eliminated.

🔗 **ONLINE SOURCES**
www.recycle-steel.org

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

- Fluor's Facility Management team at our offices in Greenville, SC, used the company's Energy Efficiency and Conservation Guideline to make good business and environmental decisions when replacing equipment, including light fixtures, aged central air handling units and the roofs of several buildings (by installing new reflective white roofs). Because of these upgrades, this office complex now meets the criteria for Energy Star® buildings.

Our Environmental Advancements Also Benefit

Our Clients:  **GRI EN6** In addition to our own carbon footprint efforts, Fluor has proven experience in helping clients quickly achieve environmental compliance in the most cost-effective manner. Over the past 30 years, Fluor has delivered innovative solutions to help clients realize their GHG emission-reduction goals. Examples of Fluor's expertise in this arena are provided below.

- Fluor's Government Group is designing a power grid system at one of the critical military installations in Kabul, Afghanistan, to reduce the demand for generator fuel by 25 percent, as well as the exposure of vulnerable fuel delivery to the site.
- Our Power Group's Renewables Business Line supported firms throughout 2010 engaged in the application of photovoltaic solar power plants for utility scale applications. Engineering commenced on three 50-megawatt solar thermal power plants in Spain, which will produce clean electricity to 90,000 homes and eliminate the emission of 144,000 tons of CO₂ annually. Additionally, water discharges are designed to be treated and routed to a homogenization/neutralization pond, while a noise study is performed to detect unacceptable noise levels inside and outside of the plants, thereby allowing engineering controls to be implemented.
- Over the past four years, Fluor Facility Management has worked at multiple IBM sites and documented energy savings in excess of \$16 million. This accomplishment is achieved through an integrated facility management program that fuses energy efficiency and conservation guidelines into everyday operations and maintenance.
- Early last year, Fluor's Global Services Facility Management Group assisted Levi Strauss & Co. with site energy assessments to identify solutions with low-cost implementations. Using the recommendations, the site has lowered electrical consumption and saved more than \$44,000 in three months.
- Fluor and E.ON Energie AG (E.ON) have formed a partnership to demonstrate carbon capture at a coal-fired power plant. The project, which is currently under construction, is located at E.ON's power plant at Wilhelmshaven in Germany. The new facility, implementing Fluor's Econamine FG PlusSM carbon capture technology, is scheduled to be commissioned in Q3 of 2011. Fluor is already a world leader in carbon capture technology. In the effort to further reduce the cost of carbon capture, Fluor will be testing its innovative energy saving features at the Wilhelmshaven project.
- Our company is actively engaged in the U.S. Green Building Council. During the year, a number of Fluor employees earned their Leadership in Energy and Environmental Design (LEED®) Green Associate to support our teams of Accredited Professionals (AP), bringing the number of LEED APs to more than 40. Fluor provides LEED and Energy Star services to multiple clients each year. These LEED APs help enhance Fluor's standing with clients that are looking to identify, design and build LEED standards into their facilities to lower costs, improve energy efficiency and operate in a more sustainable manner.
- We currently are working with a technology firm to scale its proven technology for landfill gas destruction, with less than one part per million nitrogen oxides generation. The technology takes highly variable flow rate and heat content methane-rich gas from landfills and achieves complete destruction, while also generating power.

Keeping it in perspective.


Fluor employees keep in perspective their impact on the world's ecosystem.

1 ton of recycled steel saves the energy equivalent of 3.6 barrels of oil.

You can make 20 aluminum cans out of recycled material with the same amount of energy it takes to make one new can.

A steel mill using recycled scrap reduces related water pollution, air pollution and mining wastes by nearly 70 percent.


One tree can filter 60 pounds of pollutants from the air.

 **ONLINE SOURCES**
www.headwatersrecycle.com/why.html

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

GRI 2.10 SIGNIFICANT HSE AWARDS AND CERTIFICATIONS

- Four awards from the National Safety Council to honor AMECO's exceptional global safety performance.
- The Corporate Social Responsibility Company of the Year Award from the American Chamber of Commerce in Poland to recognize Fluor Gliwice's work to meet the environmental and social needs of the community.
- The Safety and Health Award Recognition for Projects (SHARP) from the Workplace Safety and Health Council for the Renewable Energy Corporation project in Singapore for exceptional safety performance.
- The Mining Safety Award from the National Service of Geology and Mining for AMECO's work in Chile.
- A Five-Star Certificate of Safety Excellence from the National Service of Geology and Mining and the Chilean Construction Chamber for AMECO Chile for its safety performance.
- The National Petrochemical & Refiners Association's (NPRA) Safety Award for meritorious safety performance.
- Multiple NPRA Contractor Awards for Meritorious Safety Performance for Fluor's Operations & Maintenance business line and Plant Performance Services.
- The Palmetto Workforce Partnership Award in the Large Business Category from the South Carolina Employment Security Commission for Savannah River Nuclear Solutions for human resources, community and environmental achievements.
- The ExxonMobil Development Company President's Safety, Health, Environment & Security Award for the Odoptu First Stage Production Project for world-class safety, security, health and environmental performance.
- The Safety Milestone ("Smile") Recognition Award from the Department of Labor and Employment of The Philippines through its Bureau of Working Conditions for Fluor Manila's safety achievements.
- Fluor's operations in The Philippines and the United Kingdom were newly certified or recertified in 2010 as meeting the requirements of ISO 14001: 2004. Additionally, Fluor's operations in The Philippines, South Africa and Gliwice, Poland were newly certified or recertified as meeting the requirements of OHSAS 18001: 2007.

 **ONLINE SOURCES**
www.oberlin.edu/recycle/facts.html



In 2010, Fluor employees recycled

100,960

aluminum
cans, weighing
3,155 lbs.

If recycling one aluminum can saves enough energy to run a 100-watt bulb for 20 hours, then our employees' recycling efforts are equal to:



35 years of a computer running nonstop,
23 years of a television running nonstop, or
Two years of electricity used by an average home.

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Community & Social Service

At office and project locations around the world, Fluor aligns with and invests in the communities in which it operates.



We share in community concerns for economic vitality, healthy and safe business practices, and a vibrant, ever-improving quality of life for individuals and families. With our employees' volunteering spirit and tireless commitment to help those who are less fortunate, backed by the company's strategic philanthropic funding, Fluor has meaningfully supported the needs and interests of communities worldwide.

GRI 4.16 We are dedicated to having a positive impact on the communities we touch. This is our history, our culture, and frankly, it is our privilege. We plan for community investment at both permanent office locations and project sites, often working collaboratively with clients or partners to have an even greater impact. Since the company's inception, we have focused philanthropic giving to community organizations serving human needs, as well as at multiple points along the education pipeline. This comprehensive and high-impact legacy continued throughout 2010.

GLOBAL PHILANTHROPY

GRI EC1 In 2010, Fluor Corporation and the Fluor Foundation contributed nearly \$6.2 million to community organizations, educational initiatives and programs in 17 countries. Programs are determined locally based on community need, and last year Fluor

supported nonprofit and nongovernmental organizations focusing on education, human-service needs and youth development.

DISASTER RELIEF

In 2010, Fluor and our employees came together to contribute more than \$70,000 to the American Red Cross for disaster relief following devastating earthquakes in Chile and Haiti.

SUPPORTING EDUCATION

Fluor contributes to numerous universities and scholarship programs, with nearly 400 grants made in 2010, totaling more than \$830,000. Employees worldwide, along with members of Fluor's Board of Directors, contributed more than \$320,000 to 200 secondary schools, colleges and universities last year. With the Foundation's Matching Gifts to Education Program, this amount grew to \$575,000.

The Fluor Scholarship Program for Employees' Children awarded 272 new and renewable scholarships in 2010, totaling \$699,000, to students in more than 15 countries. The Fluor Job Corps Scholarship Program awarded five \$5,000 renewable college scholarships to students at Job Corps Centers that are operated by DEL-JEN, Inc., a Fluor subsidiary. Additionally, 13 prior recipients also received renewable scholarships, totaling \$65,000.

In 2010, Fluor and its Foundation contributed \$6.2 million to community and educational programs in 17 countries.

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

GLOBAL EMPLOYEE GIVING

✦ **GRI EC8** During the 2010/2011 United Way campaign, employees in Canada, The Philippines, Trinidad and the United States pledged more than \$2.4 million. With a 50-percent Fluor Foundation matching contribution added, donations totaled \$3.7 million.

EMPLOYEE VOLUNTEER SERVICE

✦ **GRI SO1** Since 1976, our employees have partnered with local organizations and volunteered their time. In 2010, the value of volunteer time toward community service projects benefiting organizations and schools totaled \$732,000, the equivalent of more than 35,000 hours.

Examples of employee volunteer projects include participation in blood drives, food drives, Earth Day

activities and United Way Days of Caring, as well as collecting and donating used clothes, shoes, books, furniture, office supplies, school supplies, computer equipment and household items to charities or schools in Canada, China, India, The Philippines, Poland, Puerto Rico, Spain, the United Kingdom and the United States. More specifically, in Southern California, our employees adopted military families for the holidays, and in South Carolina, AMECO donated a used van to the Urban League, an organization that works to elevate the standard of living in historically underserved urban communities. Our employees are energetic, self-motivated people who can wield a hammer at a Habitat for Humanity® project or light up a child's eyes with a gift from the heart.

**2010 Key Statistics**

Fluor and its Foundation contributed **\$6.2 million** to community and educational programs in **17** countries.

More than **\$70,000** was contributed to disaster relief efforts.

Nearly **400** grants, totaling **\$830,000**, were made to universities and their scholarship programs.

\$789,000 of educational scholarships was given to employees' children and others.

Over **\$3.7** million was donated by Fluor and its employees to United Way.

Employees volunteered **35,000** hours on community service projects, valued at **\$732,000**.

In excess of **\$492** million was spent with small, minority and woman-owned businesses in the United States.

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Engineers Week: Fluor has participated in the annual Engineers Week program in locations worldwide for more than 40 years. Last year, Fluor had nearly 600 volunteers at local K-12 schools to promote how math and science are used in everyday life and to promote engineering as a career.

Building Futures: For 10 years now, employees have donated backpacks filled with school supplies to underprivileged students and also assisted with facility renovations and educational initiatives. In 2010, the combined efforts of employees in 29 locations collectively touched the lives of more than 10,000 children around the world.

PROGRAMS BENEFITING COMMUNITIES AND THE ENVIRONMENT

🔗 **GRI EC9** Fluor engages in local programs that serve the dual function of benefiting the environment and improving the communities in which we work. Our employees are engaged in grassroots voluntary green community activities that bring funds, supplies, nature and well-being to scores of communities globally. Some specific examples include:

- In China, employees participated in the “Million Tree Program,” which has a goal to plant one million trees in Inner Mongolia’s desert. Fluor has donated money to support the planting of 2,000 of those trees.
- Staff in Fluor’s Manila office supported a reforestation project for the Makiling Forest Reserve by cleaning trails and planting tree saplings.
- Employees in Buenos Aires supported the Sol Naciente Association, which feeds the homeless and helps adults find work opportunities. In addition to providing financial support, our employees worked last year to redesign Sol Naciente’s kitchen and dining room.

LOCAL SUPPLIER DIVERSITY EMPHASIZED

While major equipment needs are often met through a limited number of specialized producers, Fluor’s procurement experts look for innovative approaches to secure ancillary goods and services by local suppliers where projects are executed.

🔗 **GRI EC6** Our proprietary supplier tracking tool, Supplier and Contractor Online Registry E-version (SCORE!SM), maintains supplier and contractor information for Fluor. To support supplier sustainability, Fluor works to extend growth opportunities through the U.S. Supplier Diversity Program, which helped us achieve a 2010 spend level in excess of \$492 million with small, minority and woman-owned businesses, or approximately 17 percent of the \$2.9 billion spent with U.S.-based suppliers and contractors.



In 2010, employees volunteered 35,000 hours on community service projects, valued at \$732,000.

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index



GRI Index

Fluor has developed its sustainability report using the Global Reporting Initiative's (GRI) G3 guidelines. The table outlines Fluor's comments on specific GRI reporting elements and indicators* and where additional information* regarding these can be found in the report. For this 2010 report, we have compiled the report according to a self-reported GRI Application Level B. For a full explanation of the GRI guidelines, visit www.globalreporting.org.

* Core indicators in black; additional indicators in gray.

Level of Disclosure	GRI Indicator	GRI Definition	Fluor Comments & Cross-Reference
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STRATEGY AND PROFILE DISCLOSURES

1. Strategy and Analysis

+	1.1	Strategy & Analysis.	A Message from the CEO, pages 3–5.
+	1.2	Description of key impacts, risks, and opportunities.	A Message from the CEO, pages 3–5.

2. Organizational Profile

+	2.1	Name of the organization.	About the Company, page 7.
*	2.2	Primary brands, products, and/or services.	About the Company, pages 7–8.
+	2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	About the Company, pages 7–8.
+	2.4	Location of organization's headquarters.	About the Company, page 7.
+	2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	The company's major offices and project operations are located in Afghanistan, Argentina, Australia, Canada, Chile, China, Dominican Republic, Germany, India, Indonesia, Iraq, Ireland, Kazakhstan, Kuwait, Madagascar, Mexico, The Netherlands, Norway, Peru, The Philippines, Poland, Portugal, Puerto Rico, Qatar, Russia, Saudi Arabia, Singapore, South Africa, Spain, Thailand, Trinidad and Tobago, United Arab Emirates, the United Kingdom and the United States.
+	2.6	Nature of ownership and legal form.	Fluor Corporation is a public corporation listed on the New York Stock Exchange. As of March 11, 2011, shareholders who own 5 percent or more of Fluor outstanding common stock are FMR LLC and related entities (12.9 percent) and Blackrock Inc. (7.2 percent). A complete listing of Fluor's subsidiaries is included in Exhibit 21 of the company's Form 10-K filed with the U.S. Securities and Exchange Commission.
+	2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	<p>Fluor serves governments and leading commercial clients, who serve consumers, across the following industry sectors:</p> <ol style="list-style-type: none"> 1. Oil & Gas, including chemicals & petrochemicals, gas processing, liquefied natural gas (LNG), gasification, gas-to-liquids, integrated gasification combined cycle, heavy oil upgrading, oil sands, hydrocarbon transportation/pipelines, onshore and offshore oil and gas production, petroleum refining and polysilicon production. Major operations are active in Argentina, Australia, Canada, China, Germany, India, Kazakhstan, Kuwait, Mexico, The Netherlands, Norway, The Philippines, Poland, Portugal, Qatar, Russia, Saudi Arabia, Singapore, South Africa, Spain, Thailand, Trinidad & Tobago, United Arab Emirates, the United Kingdom and the United States. 2. Industrial & Infrastructure, including manufacturing, life sciences, mining and metals, commercial & institutional, telecommunications, transportation and renewable energy. Major operations are active in Australia, Canada, Chile, China, Dominican Republic, Germany, Ireland, Madagascar, The Netherlands, Peru, Puerto Rico, South Africa, United Arab Emirates, the United Kingdom and the United States.

+	Full Disclosure	○	No Disclosure
*	Partial Disclosure	▲	Not Applicable

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Level of Disclosure	GRI Indicator	GRI Definition	Fluor Comments & Cross-Reference
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STRATEGY AND PROFILE DISCLOSURES

2. Organizational Profile (continued)

+	2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	<p>3. Global Services, including operations and maintenance; plant engineering and construction; turnarounds and outages; specialty services; facility management; procurement services; equipment, tools and fleet services; and contract staffing. Major operations are active in the United States, Iraq, Mexico, Qatar, Indonesia and Australia.</p> <p>4. Government, including contingency operations, service/base operations, nuclear operations, nuclear remediation and design/build services. Major operations are active in Afghanistan, Iraq, Kuwait and the United States.</p> <p>5. Power, including solid-fueled, gas-fueled/integrated gasification combined cycle, plant betterment, nuclear new build, and renewable energy. Major operations are active in South Africa, Spain, the United Kingdom and the United States.</p>
+	2.8	Scale of the reporting organization.	About the Company, page 7-9.
+	2.9	Significant changes during the reporting period regarding size, structure, or ownership.	<p>As a result of an improved economic outlook, Fluor's total global headcount increased from approximately 36,000 in 2009 to approximately 39,000 in 2010.</p> <p>Board of Directors changes included: David T. Seaton was named to the Board in February 2011 and Rosemary T. Berkery, vice chairman, UBS Wealth Management Americas and chairman, UBS Bank USA, joined the Board in 2010. Departing the board during 2010 were H. Paulett Eberhart, president and chief executive officer of CDI CORP., and Dr. Peter Watson, president and chief executive officer of Dwight Group. Dr. Ilesanmi Adesida, dean of the College of Engineering, University of Illinois at Urbana-Champaign, departed the board in May 2011.</p> <p>Executive-level personnel changes included the retirement of Alan L. Boeckmann as chief executive officer and the promotion of David T. Seaton to chief executive officer.</p> <p>Office changes involved the closing of the Camberley, England office and the subsequent opening of an office in Farnborough, England.</p>
+	2.10	Awards received in the reporting period.	<p>The listing below represents major external awards and recognitions.</p> <p>General</p> <ul style="list-style-type: none"> • One of America's and the world's "Most Admired Companies" by <i>FORTUNE</i> Magazine. • Ranked third for engineering and construction firms on <i>Forbes</i> magazine's list for America's Most Trustworthy Companies. <p>Community & Social Service</p> <ul style="list-style-type: none"> • Fluor's Greenville, South Carolina and Southern California offices received recognition for outstanding United Way annual employee giving campaigns. United Way awards include Chairman's Award — Greenville; Campaign Award of Excellence — Greenville; #1 Employee Campaign — Greenville; #1 Campaign Award — Greenville; and Most Leadership Givers in Orange County — Southern California. • South Carolina Governor's Volunteer Award — Workplace Agency/Association (Greenville). • Meals on Wheels Corporate Volunteer Team of the Year (Greenville). • Certificates of recognition received for our work from Kids Cancer Care Foundation (Calgary, Canada); Catholic Family Services (Calgary); and YWCA of Calgary and Area (Calgary). <p>Employees & Workplace</p> <ul style="list-style-type: none"> • G.I. Jobs Top 100 Military Friendly Employers, fourth consecutive year. Published annually by <i>G.I. Jobs</i> magazine, the list showcases the top two percent of veteran-friendly companies in the United States. More than 5,000 companies were considered. • Corporate Counsel Diversity Award, Dallas Hispanic Bar Association to Fluor's Law Department and chief legal officer. (United States)

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Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Level of Disclosure	GRI Indicator	GRI Definition	Fluor Comments & Cross-Reference
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STRATEGY AND PROFILE DISCLOSURES

2. Organizational Profile (continued)

+	2.10	Awards received in the reporting period.	<ul style="list-style-type: none"> European Construction Institute's Young Professional of the Year award. European Medal for Engineering Procurement and Construction Management to Fluor's South Africa office. ABC Business Excellence Award to Fluor's Plant Performance Services for recognition of overall business and management excellence. Asia CEO Forum's Finance Leadership Team of the Year Award to Fluor's Manila office finance team. Society of Human Resources Management's HR IMPACT Award, HR Houston, to Fluor's Houston Office Human Resources team for Communications Integrity and Knowledge Management practices. One Houston HR employee was honored as the first Global HR Leader of the Year, a new category to recognize individual accomplishment. Construction Industry Institute's Professional Development Award for Fluor University. Construction Industry Institute's Outstanding Instructor Award. Glassdoor.com, a job search website that features employee ratings for companies, includes Fluor on its 50 Best Places to Work, based upon ratings collected during 2010. Recognized as a "Fit Friendly" company, American Heart Association (United States).
			<p>Ethics & Compliance</p> <ul style="list-style-type: none"> Fluor was named to World's Most Ethical Companies list for the fourth consecutive year by <i>Ethisphere</i> magazine. Fluor's vice president of Corporate Compliance named to Attorneys Who Matter list by <i>Ethisphere</i> magazine. <p>Health, Safety & Environment</p> <ul style="list-style-type: none"> Four National Safety Council Awards for AMECO's global safety performance: Occupational Excellence Achievement Award, Perfect Record Award, Safety Leadership Award and Million Work Hours Award. American Chamber of Commerce in Poland's Corporate Social Responsibility Company of the Year recognition for Fluor's Gliwice office. The Workplace Safety and Health Council's Safety and Health Award Recognition for Projects, for the Renewable Energy Corporation project in Singapore. National Service of Geology and Mining's Mining Safety Award for AMECO Chile. National Service of Geology and Mining's and Chilean Construction Chamber's Five-Star Certificate of Safety Excellence for AMECO Chile. National Petroleum & Refiners Association's (NPRA) Safety Award. Multiple NPRA Contractor Awards for Meritorious Safety Performance for Fluor's Operations & Maintenance business line and Plant Performance Services. South Carolina Employment Security Commission's Palmetto Workforce Partnership Award in the Large Business Category for the Savannah River Nuclear Site. ExxonMobil Development Company President's Safety, Health, Environment & Security Award for Odoptu First Stage Production Project. The Department of Labor and Employment of The Philippines' Safety Milestone Recognition Award for Fluor's Manila office.

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A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Level of Disclosure	GRI Indicator	GRI Definition	Fluor Comments & Cross-Reference
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STRATEGY AND PROFILE DISCLOSURES

3. Report Parameters: Report Profile

+	3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	About the Report, page 10.
+	3.2	Date of most recent previous report (if any).	The 2010 Sustainability Report, published in July 2011, marks the third year the company has published a formal sustainability report. The 2008 and 2009 Sustainability Reports are available online at http://www.fluor.com/sustainability/Pages/default.aspx .
+	3.3	Reporting cycle (annual, biennial, etc.).	Fluor publishes a sustainability report annually, since 2008.
+	3.4	Contact point for questions regarding the report or its contents.	For more information about Fluor's global sustainability efforts and to share your thoughts about this report, please contact: Lee Tashjian Vice President, Corporate Affairs Fluor Corporation 6700 Las Colinas Blvd. Irving, TX 75039 lee.tashjian@fluor.com (469) 398-7625

3. Report Parameters: Report Scope and Boundary

+	3.5	Process for defining report content.	About the Report, page 10.
+	3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	About the Report, page 10.
+	3.7	State any specific limitations on the scope or boundary of the report.	About the Report, page 11.
+	3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Not applicable.
+	3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	About the Report, page 11.

+	Full Disclosure	○	No Disclosure
*	Partial Disclosure	▲	Not Applicable

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Level of Disclosure	GRI Indicator	GRI Definition	Fluor Comments & Cross-Reference
---------------------	---------------	----------------	----------------------------------

STRATEGY AND PROFILE DISCLOSURES

3. Report Parameters: Report Scope and Boundary (continued)

+	3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	None to report.
▲	3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Not applicable.

3. Report Parameters: GRI Content Index

+	3.12	Table identifying the location of the Standard Disclosures in the report.	GRI Content Index, pages 46–73.
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3. Report Parameters: Assurance

+	3.13	Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s).	About the Report, page 11.
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4. Governance, Commitments, and Engagements: Governance

+	4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Committees of Fluor's Board of Directors that address auditing, compensation, corporate governance and nominating functions are comprised solely of independent directors. Committee charters clearly establish the committees' roles and responsibilities and are reviewed annually by each committee. See Fluor's 2011 Proxy Statement, pages 16-18, for descriptions of the committees, available online at www.fluor.com . For more information about Fluor's Corporate Governance Guidelines, Bylaws and its Board's composition, committees and independence, visit our website at http://www.fluor.com/sustainability/corporate_governance/Pages/default.aspx . Also, for more information about the Board and committee roles in risk oversight, please see pages 19-20, of Fluor's 2011 Proxy Statement, available online at www.fluor.com .
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+	Full Disclosure	○	No Disclosure
*	Partial Disclosure	▲	Not Applicable

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Level of Disclosure	GRI Indicator	GRI Definition	Fluor Comments & Cross-Reference
---------------------	---------------	----------------	----------------------------------

STRATEGY AND PROFILE DISCLOSURES

4. Governance, Commitments, and Engagements: Governance (continued)

+	4.2	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement).	Alan Boeckmann, who retired in February 2011 as Fluor's CEO, now currently serves as non-executive chairman of the Board. Governance, pages 27. See also Fluor's 2011 Proxy Statement, pages 13-14, for a discussion of board leadership and a description of the role of the lead independent director, available online at www.fluor.com .
+	4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	Governance, page 27.
+	4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Governance, page 28. Mechanisms for individuals to communicate with Fluor's Board of Directors are referenced on pages 14-16 and page 71 of Fluor's 2011 Proxy Statement available online at www.fluor.com . See Fluor's 2011 Proxy Statement, pages 59-62, available online at www.fluor.com , for information related to two proposals (Proposals 4 and 5) made by the company in part due to shareholder proposals seeking amendments to Fluor's certificate of incorporation to declassify the Board and to remove and replace supermajority voting provisions.
*	4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	The Organization & Compensation Committee annually reviews Fluor's compensation philosophy and objectives and sets targets for the executive compensation programs. The company provides named executives with base salaries that provide a competitive, stable level of income, since most other elements of their compensation are at risk based on company performance. A complete discussion of executive compensation is included on pages 23-55 of Fluor's 2011 Proxy Statement, available online at www.fluor.com .
+	4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Governance, page 28. A description of Fluor's Related Party Transaction policy can be found on page 19 of Fluor's 2011 Proxy Statement, available online at www.fluor.com .
*	4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	The process for determining the qualifications and expertise of Fluor's Board of Directors is discussed on pages 14-15 of Fluor's 2011 Proxy Statement, available online at www.fluor.com . In addition, statements regarding each director's skills, qualifications and experience that led to their appointment/election are discussed on pages 4-10 of Fluor's 2011 Proxy Statement, available online at www.fluor.com .

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Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Level of Disclosure	GRI Indicator	GRI Definition	Fluor Comments & Cross-Reference
---------------------	---------------	----------------	----------------------------------

STRATEGY AND PROFILE DISCLOSURES

4. Governance, Commitments, and Engagements: Governance (continued)

+	4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	<p>Fluor's management and Board of Directors are committed to ensuring the company has an effective compliance and ethics program. The company's Compliance and Ethics Committee, made up of cross-functional senior management, helps ensure that Fluor operates in accordance with the highest ethical business standards. The Fluor Code of Business Conduct and Ethics (the Code) is the centerpiece of the commitment the company has made to conduct business with the highest standards of integrity. In 2010, Fluor updated the Code's content and design.</p> <p>Fluor has in place a Sustainability Manual designed to be used globally on projects to implement sustainable practices in home offices and onsite locations to provide environmental, economic and social benefits for Fluor and its clients.</p> <p>Fluor's suppliers and contractors are key participants in the company's quest for high standards of business conduct. They are required to comply with and, in turn, require their suppliers and contractors to conform to Fluor's Business Conduct and Ethics Expectations for Suppliers and Contractors (the Supplier Expectations).</p> <p>Fluor's multi-discipline Sustainability Committee has oversight of policies, practices and progress on social, technical, human rights, employment, ethical, charitable, political, environmental and other matters of significance to Fluor performance, business activities, or reputation as a global corporate citizen. The committee also develops the framework for integrating sustainability into Fluor's business model and culture.</p>
*	4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	<p>Governance, page 28.</p> <p>2010 Board of Directors training included a discussion on business ethics.</p> <p>A full discussion of risk management oversight can be found on pages 19-20 of Fluor's 2011 Proxy Statement, available online at www.fluor.com</p>
*	4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	<p>Governance, page 28.</p> <p>In addition, the Governance Committee oversees an annual evaluation of the Board and its committees.</p>

4. Governance, Commitments, and Engagements: Commitments to External Initiatives

▲	4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Does not apply. As a service provider, Fluor does not manufacture or sell products.
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+	Full Disclosure	○	No Disclosure
*	Partial Disclosure	▲	Not Applicable

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Level of Disclosure	GRI Indicator	GRI Definition	Fluor Comments & Cross-Reference
---------------------	---------------	----------------	----------------------------------

STRATEGY AND PROFILE DISCLOSURES

4. Governance, Commitments and Engagements: Commitments to External Initiatives (continued)

+	4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	<p>Fluor believes strongly in the notion of collective action where principled companies join together in the common purpose of taking a stand against corruption. We are firmly committed to building upon our culture of ethics underpinned by our core value of Integrity, one that has been at the center of how we do business throughout our history. To this end, at the 2003 annual meeting of the World Economic Forum in Davos, Switzerland, then Fluor Chairman and CEO Alan Boeckmann urged counterparts in the engineering and construction sector to develop and adopt a set of anti-corruption principles for the purpose of helping to eradicate bribery. Over the next year, Boeckmann chaired an effort that was facilitated by senior officials of Transparency International and the Basel Institute on Governance with the goal of developing a set of principles that could be introduced and embraced at the Forum's 2004 meeting in Davos. The principles introduced that year covered the full spectrum of supply-side corruption issues from political contributions to facilitating payments. Adoption requires a CEO signature confirming the company's commitment to a zero-tolerance approach toward corruption, as well as agreement to implement a company-wide anti-corruption program that meets the agreed upon principles. Starting with 19 signatory companies, the effort has expanded within the Forum to include a number of industries with more than 160 signatory companies. Now known as the Partnering Against Corruption Initiative (PACI), it has become the world's foremost private sector initiative focused on the supply side of the global anti-corruption movement. It routinely cooperates and coordinates programs and activities with Transparency International, the International Chamber of Commerce and the United Nations Global Compact.</p> <p>Fluor also is signatory to the United Nations Global Compact, thereby ensuring that our business policies incorporate and support the 10 Global Compact principles.</p>
+	4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations.	<p>Listed below are the principal associations and initiatives with which Fluor is involved in the areas of sustainability:</p> <p>Corporate-Wide</p> <ul style="list-style-type: none"> American Society of Civil Engineers, Committee on Sustainability and corporate sponsor and content leader for Delivery Sustainable Projects training certification module for engineers (United States) World Economic Forum — Global Risk Network; Chair, Global Agenda Council on Corruption; and board seat and additional leadership participation in the Partnering Against Corruption Initiative (Switzerland) United Nations Global Compact, signatory <p>Community & Social Service</p> <ul style="list-style-type: none"> Center for Corporate Citizenship, Boston College Carroll School of Management (United States) National Engineers Week Foundation, Corporate Leadership Council (United States) United Way Worldwide, National Corporate Leadership Advisory Council (United States) <p>Compliance & Ethics</p> <ul style="list-style-type: none"> Ethics and Compliance Officers Association, sponsoring partner The Corporate Executive Board's Compliance and Ethics Leadership Council The Conference Board's Global Council on Business Conduct The Dallas/Fort Worth Ethics and Compliance Roundtable Ethics Resource Center, contributing fellow

+	Full Disclosure	○	No Disclosure
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Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Level of Disclosure	GRI Indicator	GRI Definition	Fluor Comments & Cross-Reference
---------------------	---------------	----------------	----------------------------------

STRATEGY AND PROFILE DISCLOSURES

4. Governance, Commitments, and Engagements: Commitments to External Initiatives (continued)

+	4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations.	<p>Employees & Workplace</p> <ul style="list-style-type: none"> • The Corporate Executive Board's Corporate Leadership Council (United States) • The Conference Board — council participation, HR Executive Leaders, Leadership Development and Diversity and Inclusion (United States) • National Engineers Week Foundation Leadership Council Member (HQ-United States) • Society of Women Engineers (United States) • Society of Human Resource Management (United States) • Global Diversity Connections Consortium (United States) • Catalyst, a nonprofit membership organization working globally with businesses and the professions to build inclusive workplaces and expand opportunities for women in business (United States) <p>Health, Safety & Environment</p> <ul style="list-style-type: none"> • American Institute of Chemical Engineers, Center for Chemical Process Safety (United States) • International Organization for Standardization (ISO) and 14001 (Switzerland) • International Facility Management Association • Mary Kay O'Connor Process Safety Center (United States) • National Safety Council (United States) • U.S. Green Building Council (United States) • Construction Industry Institute's Sustainability Community of Practice (United States) • USAID — Engineering Capacity Development Forum (United States) <p>Supply Chain & Procurement</p> <ul style="list-style-type: none"> • CAPS Research • Construction Industry Institute • Institute for Supply Management • National Minority Supplier Development Council, corporate member (United States) • Women's Business Enterprise National Council (United States) • Women's Enterprise Alliance Council, corporate committees (United States)
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4. Governance, Commitments, and Engagements: Stakeholder Engagement

+	4.14	List of stakeholder groups engaged by the organization.	<ul style="list-style-type: none"> • Clients • Employees, union organizations • Future generations, environmental interests • Institutions, governments, legislators • Nongovernmental organizations • Shareholders • Society at large, communities • Subcontractors, suppliers, business associations
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+	Full Disclosure	○	No Disclosure
*	Partial Disclosure	▲	Not Applicable

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Level of Disclosure	GRI Indicator	GRI Definition	Fluor Comments & Cross-Reference
---------------------	---------------	----------------	----------------------------------

STRATEGY AND PROFILE DISCLOSURES

+	4.15	Basis for identification and selection of stakeholders with whom to engage. This includes the organization's process for defining its stakeholder groups, and for determining the groups with which to engage and not to engage.	A Message from the CEO, pages 3 – 5.
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4. Governance, Commitments, and Engagements: Stakeholder Engagement (continued)

+	4.16 – 4.17	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group. Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	<p>Clients</p> <p>Through our formal client review surveys and ongoing dialogue, Fluor has advanced its efforts to address the increasing challenges being faced by businesses today. The credit and financial crises that unfolded in the second half of 2008 and continued through 2010 have put increasing pressure on clients to lower their operating costs and identify greater efficiencies throughout their capital programs. We continue to introduce new technologies to our clients that make their projects and facilities more cost competitive. In addition, we respond with new technologies and processes designed to help our clients meet their sustainability goals through our dedicated Renewables business line, or as practiced by our project teams on behalf of clients worldwide. In addition, Fluor has in place a companywide Sustainability Manual — a comprehensive compilation of best practices that integrates sustainability into our own processes and those we provide to clients on construction projects. In this way, these practices become more routinely and consistently a part of day-to-day operations.</p> <p>Employees</p> <p>In late 2010, Fluor conducted a global Employee Engagement Survey. All salaried employees and U.S. craft employees participated. The survey was intended to assess employees' attitudes and beliefs about a broad range of work-related topics, determine their understanding and support of Fluor's business goals, measure the extent to which they are observing desired behaviors and learn more about their needs. Using feedback from the survey, the company will develop and pursue corporate-wide and location-specific initiatives in 2011 to address key opportunities for improving employee engagement across the organization. As an ongoing means for communication and involvement, a company Intranet provides employees the opportunity to ask questions and post comments on its intranet site. Additionally, employee teleconferences, webcasts, town hall meetings and team meetings are held regularly on both global and local levels to give employees opportunities to voice their opinions and engage with leadership on critical issues.</p>
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+	Full Disclosure	○	No Disclosure
*	Partial Disclosure	▲	Not Applicable

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Level of Disclosure	GRI Indicator	GRI Definition	Fluor Comments & Cross-Reference
---------------------	---------------	----------------	----------------------------------

STRATEGY AND PROFILE DISCLOSURES

4. Governance, Commitments, and Engagements: Stakeholder Engagement (continued)

Shareholders

During 2010, our Investor Relations department continued to provide a full range of services and products to serve the needs of shareholders. This includes development and production of the annual report, a spreadsheet with current and historical financial information and supplemental slides for the quarterly earnings conference calls. The company has fully implemented Notice & Access, a program that allows us to reduce the printed quantity of annual reports and proxy statements by directing the shareholder to view the materials and vote online. So that stakeholders and investors turn to us first with questions, Fluor works to maintain a reputation for being a reliable, credible source of information for shareholders and the investment community. Given Fluor's leadership position in the industry and stakeholder requests to interact with senior management directly, we hold investor meetings and project site visits with Alan Boeckmann, Mike Steuert, David Seaton and various group presidents in addition to periodically providing access to the insight of experts throughout the organization. Each year, Fluor holds an annual meeting of shareholders during which votes are cast for the election of board members; the ratification of the appointment of an independent public accounting firm; and any management proposals or properly presented shareholder proposals. During 2010, the company received two shareholder proposals requesting that the board of directors be declassified and that the supermajority voting provisions in our corporate governance documents be replaced with majority voting provisions. Our board of directors chose to implement both proposals and is seeking shareholder approval for those proposals at our 2011 Annual Meeting. See Fluor's 2011 Proxy Statement, pages 59-62, available online at www.fluor.com.

Communities

In locations where Fluor establishes a major professional presence for the purpose of serving its clients, the company also establishes a relationship with local community leaders in order to have a valuable impact on the lives of people in those communities. Our involvement in understanding and advancing the quality of life in local communities begins long before we are awarded a project. Whether it be financial contributions and investments in our communities, specialized training to improve craft worker skills, or personal involvement of Fluor employees in community groups and activities, our goal is to ensure that when Fluor completes a project, the community is better because of our presence.



4.16 – 4.17

Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group. Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.



Full Disclosure

Partial Disclosure



No Disclosure

Not Applicable

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Level of Disclosure	GRI Indicator	GRI Definition	Fluor Comments & Cross-Reference
---------------------	---------------	----------------	----------------------------------

PERFORMANCE INDICATORS

1. Environmental: Materials

○	EN1	Materials used by weight or volume.	Did not report. Fluor does not use materials in manufacture. Materials that are used in construction are not tabulated.
○	EN2	Percentage of materials used that are recycled input materials.	Did not report. Fluor does not use materials in manufacture. Materials that are used in construction are not tabulated.
○	EN3	Direct energy consumption by primary energy source.	Did not report. Fluor does not measure direct energy consumption on projects (field locations). See also Health, Safety & Environment, pages 36–40, for information on energy use and conservation at Fluor offices.
○	EN4	Indirect energy consumption by primary source.	Did not report. Fluor does not measure direct energy consumption on projects (field locations). See also Health, Safety & Environment, pages 36–40, for information on energy use and conservation at Fluor offices.
*	EN5	Energy saved due to conservation and efficiency improvements.	<p>Because Fluor does not measure direct energy consumption on projects, we have no mechanism in place to determine how much energy is collectively saved on projects.</p> <p>At many Fluor offices, Sustainability and Green Initiatives working groups have been established to help develop programs, gather ideas and implement actions aimed at making offices more sustainable — starting with energy use and continuing through the spectrum of sustainable actions for the sites and the communities.</p> <p>Recycling Virtually all Fluor offices have active, ongoing recycling programs, and many of the offices contribute recycled materials to their communities. Some examples include:</p> <ul style="list-style-type: none"> • Almost 3.5 million pounds of assorted bulk materials were recycled last year, including aluminum cans, batteries, paper, cardboard, computers, concrete, electronic waste, filters, plastic and glass bottles, iron, steel, light bulbs, tires, landscape trimmings and toner/ink cartridges. • Paint and cooking and motor oils accounted for 74,000 gallons of recycled liquids. • More than 1.8 million pounds of paper were recycled at offices worldwide. <p>Conservation and Landfill Avoidance Activities</p> <ul style="list-style-type: none"> • Fluor maintains 22 acres of preserve land adjacent to its corporate headquarters campus. • Approximately 3.5 million sheets of paper — or over 4.5 tons — were saved. Combined with the paper that was recycled, almost 1,000 tons of paper were conserved last year. • 900,000 gallons of water through deployment of low-flush valves, automatic faucet sensors, waterless and/or low-flow urinals, use of biodegradable cleanser and reclamation of grey water for irrigation. <p>Fleet Initiatives</p> <ul style="list-style-type: none"> • Special event vehicles were used to shuttle employees and clients in Calgary, Canada and Mexico. • Interoffice campus employee and client shuttle services are in operation in Trinidad, Mexico, New Delhi (India), Manila (The Philippines), Houston (Texas), Greenville (South Carolina) and Southern California. • Bicycling programs were initiated at several offices, including Haarlem (The Netherlands), Gliwice, Dallas, Brisbane (Australia) and Calgary. • Other notable vehicle initiatives include: exclusive Euro3 petrol use in Moscow (which is environmentally friendly petrol), fleet reduction in several locations, expat travel pools and shared taxi and/or car services for visitors (employees and clients) in many locations. <p>See also Health, Safety & Environment, pages 36–40, for information on energy use and conservation at Fluor offices.</p>

+	Full Disclosure	○	No Disclosure
*	Partial Disclosure	▲	Not Applicable

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Level of Disclosure	GRI Indicator	GRI Definition	Fluor Comments & Cross-Reference
---------------------	---------------	----------------	----------------------------------

PERFORMANCE INDICATORS

1. Environmental: Materials (continued)

+	EN6	Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirements as a result of these initiatives.	See examples in Health, Safety & Environment, page 40.
+	EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	See examples in Health, Safety & Environment, pages 38–40.

1. Environmental: Water

○	EN8	Total water withdrawal by source.	Did not report. Data are not collected.
○	EN9	Water sources significantly affected by withdrawal of water.	Did not report. Data are not collected. We have no reason to believe that our use of water significantly affects water sources. Water use, other than to create concrete, is not a major environmental issue on a construction site.
○	EN10	Percentage and total volume of water recycled and reused.	Did not report. Data are not collected.

1. Environmental: Biodiversity

○	EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Did not report. Data are not collected.
○	EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Did not report. Data are not collected.
○	EN13	Habitats protected or restored.	Did not report. Data are not collected.
○	EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	Did not report. Data are not collected.
○	EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	Did not report. Data are not collected.

+	Full Disclosure	○	No Disclosure
*	Partial Disclosure	▲	Not Applicable

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Level of Disclosure	GRI Indicator	GRI Definition	Fluor Comments & Cross-Reference
---------------------	---------------	----------------	----------------------------------

PERFORMANCE INDICATORS

1. Environmental: Emissions, Effluents, & Waste

*	EN16	Total direct and indirect greenhouse gas emissions by weight.	<p>Fluor has developed a voluntary global carbon footprint initiative, using 2006 as the company's baseline year. With the support of ICF International, a leading carbon emission consultant, Fluor follows the Greenhouse Gas (GHG) Protocol standards for our inventory. Thorough data collection is conducted annually by Fluor's facility managers. Fluor selected an "operational control" GHG Protocol approach for determining emissions associated with its global facilities' operations. Our carbon footprint boundary encompasses all company offices, whether owned or leased, all air travel and all owned or leased vehicles used for company purposes. It does not include client project sites. In examining this boundary, the company was rigorous in its data-gathering efforts, and ICF reviewed the information for consistency, accuracy and conformity. Fluor has also created a dynamic GHG emission data collection process to enhance annual estimates of its carbon footprint, allowing us to update emissions information and identify reduction strategies.</p> <p>Methodology</p> <p>On a global basis, we included all GHG Protocol emission source categories defined as:</p> <ul style="list-style-type: none"> • Scope 1 — Direct emissions on-site (natural gas for heating/hot water, fleet emissions) • Scope 2 — Indirect emissions (electricity usage) • Scope 3 — Emissions generated from air travel <p>It is these operational areas where Fluor has the greatest ability to both measure and manage our GHG impact, including energy consumption, GHG emissions, ozone-depleting emissions and many other factors. Based on four years of data collection, Fluor considers appropriate ways to reduce its carbon emissions through energy efficiencies, recycling activities and conservation efforts.</p> <p>See Health, Safety & Environment, page 37, for emissions data.</p>
*	EN17	Other relevant indirect greenhouse gas emissions by weight.	See GRI Criteria EN16 as well as Health, Safety & Environment, page 37, for information on Fluor's corporate carbon footprint.
*	EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	See GRI Criteria EN5 as well as Health, Safety & Environment, pages 37-40, for information on energy use and conservation at Fluor offices.
○	EN19	Emissions of ozone-depleting substances by weight.	Did not report. Due to the nature of Fluor's business, these emissions are expected to be insignificant.
○	EN20	NOx, SOx, and other significant air emissions by type and weight.	Did not report. Due to the nature of Fluor's business, these emissions are expected to be insignificant.
○	EN21	Total water discharge by quality and destination.	<p>Did not report. Data are not collected.</p> <p>See Health, Safety & Environment, page 39, for information on water conservation efforts at Fluor offices.</p>
○	EN22	Total weight of waste by type and disposal method.	Did not report. Data are not collected.
+	EN23	Total number and volume of significant spills.	Fluor reported no significant spills in 2010.

+	Full Disclosure	○	No Disclosure
*	Partial Disclosure	▲	Not Applicable

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Level of Disclosure	GRI Indicator	GRI Definition	Fluor Comments & Cross-Reference
---------------------	---------------	----------------	----------------------------------

PERFORMANCE INDICATORS

1. Environmental: Emissions, Effluents & Waste (continued)

▲	EN24	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.	Does not apply. No wastes are generated that are covered by the Basel Convention.
▲	EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	Does not apply. Discharges are handled through client facilities.

1. Environmental: Products & Services

✱	EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Health, Safety & Environment, pages 39–40.
▲	EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Not applicable. As a service provider, Fluor does not manufacture or sell products.

1. Environmental: Compliance

+	EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Fluor is not aware of any fines for environmental non compliance in 2010.
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1. Environmental: Transport

✱	EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Globally, Fluor maintains an active and effective fleet program, which reduces energy consumption related to vehicle use. The program offers transportation to employees between offices and designated area locations, as well as for corporate visitors and client events. In many cases, Fluor locations are using hybrid, electric or other "smart green" vehicles to address transportation needs. See also Health, Safety & Environment, pages 39-40, for examples of 2010 fleet initiatives.
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1. Environmental: Overall

○	EN30	Total environmental protection expenditures and investments by type.	Did not report. Data are not collected.
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+	Full Disclosure	○	No Disclosure
✱	Partial Disclosure	▲	Not Applicable

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Level of Disclosure	GRI Indicator	GRI Definition	Fluor Comments & Cross-Reference
---------------------	---------------	----------------	----------------------------------

PERFORMANCE INDICATORS

2. Human Rights: Investment & Procurement Practices

○	HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	Did not report. Data are not collected.
○	HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	Did not report. Data are not collected. We hold ourselves accountable to our corporate expectations on compliance practices, and we require that subcontractors, workers, consultants, agents, suppliers and other third parties observe similar standards and act in a similar manner and adhere to all applicable laws. These parties must comply with Fluor's Business Conduct and Ethics Expectations for Suppliers and Contractors, which cover a variety of areas including human rights and employment practices, and supplement the various contractual requirements that our suppliers and contractors must undertake to further emphasize the high integrity standards we expect. Fluor reserves the right to verify compliance with contractual terms and conditions and these expectations.
*	HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Fluor Security employees are trained annually in company policies and procedures related to operational human rights issues.

2. Human Rights: Non-Discrimination

○	HR4	Total number of incidents of discrimination and actions taken.	Did not report. Fluor considers this information confidential.
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2. Human Rights: Freedom of Association & Collective Bargaining

+	HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	Fluor recognizes and respects the legal rights of employees to join or to refrain from joining worker organizations, including labor organizations or trade unions, without fear or reprisal, intimidation or harassment. The company complies with legal requirements worldwide regarding employee and third-party involvement and provides training in which managers and supervisors are advised of employees' rights in this respect. Where employees are represented by a legally recognized union, we are committed to establishing a constructive dialogue with their freely chosen representatives and are committed to bargaining in good faith with such representatives. Our long-standing belief is that the interests of Fluor and our employees are best served through a work environment that is collaborative and allows for direct communication between employees and management. See also GRI Criteria LA4.
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+	Full Disclosure	○	No Disclosure
*	Partial Disclosure	▲	Not Applicable

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Level of Disclosure	GRI Indicator	GRI Definition	Fluor Comments & Cross-Reference
---------------------	---------------	----------------	----------------------------------

PERFORMANCE INDICATORS

2. Human Rights: Child Labor

+	HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	<p>Our belief that all individuals should be treated with dignity and respect is firmly rooted in our core value of Integrity. Fluor is committed to fostering an environment that recognizes and supports all aspects and dimensions of human rights.</p> <p>Fluor is a signatory to the United Nations Global Compact and abides by all 10 principles of the Compact, including Principles 1-6 relating to Human Rights.</p> <p>Fluor does not utilize child, forced or compulsory labor. The company recruits employees and provides working conditions, including payment of wages and benefits that comply with applicable laws and regulations. No Fluor operations have been identified as having a significant risk of incidents of child labor. All of Fluor's employees are above the legal age in the country in which they are employed. Fluor supports the use of legitimate workplace apprenticeships, internships and similar programs that comply with all laws and regulations applicable to such programs.</p> <p>See also Employees & Workplace, page 29.</p>
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2. Human Rights: Forced & Compulsory Labor

+	HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	<p>We recognize that in some parts of the world, forced labor exists. However, Fluor does not tolerate the use of child or forced labor, trafficking in persons, or procurement of commercial sex acts. Further, we encourage employees to work to ensure that Fluor does not have suppliers, contractors, or other business partners who do so. We emphatically state that we do not condone the use of forced labor by Fluor or any of our suppliers, clients or partners. These standards apply regardless of local laws and customs. We also take measures to provide working conditions that comply with applicable laws and regulations, including those applying to wages and benefits. As part of Fluor's business risk assessment process, we evaluate industrial relations risks that could include any compulsory or forced labor issues that might exist in a particular country or job location and analyze any necessary actions the company would need to take in order to mitigate those risks. We are unaware of any operations having significant risk for incidents of forced or compulsory labor.</p>
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2. Human Rights: Security Practices

+	HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Fluor Security employees are trained annually in company policies and procedures related to operational human rights issues.
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2. Human Rights: Indigenous Rights

+	HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	Fluor does not utilize forced or compulsory labor and Fluor is not aware of any incidents of violations involving rights of indigenous people.
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+	Full Disclosure	○	No Disclosure
*	Partial Disclosure	▲	Not Applicable

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Level of Disclosure	GRI Indicator	GRI Definition	Fluor Comments & Cross-Reference
---------------------	---------------	----------------	----------------------------------

PERFORMANCE INDICATORS

3. Labor Practices and Decent Work: Employment

✱	LA1	Total workforce by employment type, employment contract, and region.	About the Company, page 9. Employees & Workplace, page 29.
○	LA2	Total number and rate of employee turnover by age group, gender, and region.	Did not report. Information deemed proprietary and/or competitive in nature.
✱	LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	<p>Information is collected on a global basis; however, breakouts regarding temporary and part-time specific benefits are not available currently.</p> <p>In the United States, part-time workers are eligible for participation in the same types of benefits as full-time workers with the exception of short-term and long-term disability benefits. Part-time workers are eligible for short-term disability benefits in states where it is mandated.</p> <p>Broadly speaking, global benefits-related steps taken during the year include the following:</p> <ul style="list-style-type: none"> • Global Benefits performed a Global Benchmarking and Gap Analysis of plans in 25 countries to understand the competitiveness of our plans in each country. • Puerto Rico Retirement Plans were transferred to local “on the island” plans to maximize each participant’s tax benefits when deferring income for retirement. • United Kingdom Retirement benefits were redesigned to be more competitive with our local industry within the United Kingdom while rewarding longevity of service. • Dependent Certification Process was implemented in the U.S. to ensure only eligible dependents are enrolled in health care plans. As a result, the company will save more than \$2 million annually in costs associated with ineligible dependents. • A Health Care Reform Task Force was established to assess the impact U.S. Health Care Reform legislation on Fluor and make recommendations for changes to plan design, reporting, compliance and systems, while providing employees with a valued benefit that is competitive and compliant. • In Ireland, a Pension/Life Insurance Plan RFP was performed as the office downsized and our pension exit strategy was to move plan assets into individual retirement accounts for the few remaining employees. • Due to new business and project work in Malaysia, a new supplemental benefits platform was implemented to support the business in recruiting local employees for the project work there. • Support was provided to our China office in securing bids for health care coverage to ensure the most cost effective supplier was being utilized.

3. Labor Practices and Decent Work: Labor/Management Relations

+	LA4	Percentage of employees covered by collective bargaining agreements.	Approximately 35 percent of Fluor’s direct hire workforce in the United States is covered by collective bargaining agreements. Since Fluor’s business is project based, the percentage of employees covered by collective bargaining agreements is not a constant number.
✱	LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	Did not report as data are not available on a global basis. However, around the globe, we operate consistently with local laws and requirements and try to give as much notice as is practicable and possible in terms of operational changes. In the United States, Fluor is in compliance with the Worker Adjustment and Retraining Notification Act.

+	Full Disclosure	○	No Disclosure
✱	Partial Disclosure	▲	Not Applicable

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Level of Disclosure	GRI Indicator	GRI Definition	Fluor Comments & Cross-Reference
---------------------	---------------	----------------	----------------------------------

PERFORMANCE INDICATORS

3. Labor Practices and Decent Work: Occupational Health & Safety

○	LA6	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.	<p>Did not report. Data are not collected.</p> <p>In our offices and on project sites worldwide, HSE committees are established to manage local issues using the company's global resources. Included in their responsibilities are:</p> <ul style="list-style-type: none"> • Cultivating an active interest in HSE issues and assisting in reducing work-related injuries, illnesses and hazards; • Assessing and making recommendations for HSE training and education; • Reviewing and enhancing all HSE procedures for the workplace; • Examining the circumstances surrounding recent workplace injuries and incidents, as well as work-related illnesses, and making recommendations to mitigate risks and improve performance; • Proposing programs aimed at raising and maintaining interest in the workplace HSE program; • Reviewing planned inspections and audits and making recommendations to correct unsatisfactory levels of performance; and • Providing full and proper documentation of all meetings, recommendations and other relevant endeavors.
○	LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	Health, Safety & Environment, page 36.
+	LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	While the company makes every effort to protect its workers from health and safety risks, it also offers assistance programs, such as educational classes, counseling and prevention/risk control measures, for workers and their families worldwide to help them manage serious disease cases.
+	LA9	Health and safety topics covered in formal agreements with trade unions.	<p>Prior to the start of our domestic union projects, the company through its Industrial Relations group holds pre-job conferences with members of the Building and Construction Trades Council. The purpose of these is to familiarize the union representatives with the project, introduce key members of the project management team and subcontractors to such topics as work scope, schedule, wage information, staffing requirements, jurisdictional resolution, jobsite conditions and HSE. We believe that discussing these topics, particularly HSE expectations, in advance will get each project off to a strong start.</p> <p>In addition to stressing the importance of HSE to its own employees, Fluor also collaborates with trade unions to help ensure that our commitment to HSE matters is embraced by all workers. Prior to the start of our domestic union projects, the Industrial Relations group holds pre-job conferences with members of the Building and Construction Trades Council to familiarize the union representatives with the project, introduce key members of the project management team and subcontractors. By aligning on such topics as work scope, schedule, wage information, staffing requirements, jurisdictional resolution, jobsite conditions and HSE in advance, projects benefit from a stronger start. The following health and safety topics are typically included in formal agreements with trade unions:</p>

+	Full Disclosure	○	No Disclosure
*	Partial Disclosure	▲	Not Applicable

Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Level of Disclosure	GRI Indicator	GRI Definition	Fluor Comments & Cross-Reference
---------------------	---------------	----------------	----------------------------------

PERFORMANCE INDICATORS

3. Labor Practices and Decent Work: Occupational Health & Safety (continued)

+	LA9	Health and safety topics covered in formal agreements with trade unions.	<ul style="list-style-type: none"> • 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; • Means to report unsafe work conditions; • Worker protection and right to know; • Workplace monitoring; • Safety and personal protective equipment; • Substance abuse prevention program; • Periodic medical examinations; • Provisions for safety inspections, first-aid services and safe, clean areas for meals; • Formation of jobsite safety committees and assurance of subcontractors' safety organizations; and • Safety training.
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3. Labor Practices and Decent Work: Training & Education

*	LA10	Average hours of training per year per employee by employee category.	<p>Information is not collected on a global basis. Fluor is committed to providing ongoing training and education for all employees, which will add value to our clients and enhance long-term business growth. The company's HR policy encourages a minimum of 40 hours each year of training and education in job-specific skills and general professional, technical and managerial development for each salaried employee. This standard is expected to be met through a combination of company and personal time. These include internal and external development activities, both within and outside of normal job responsibilities; project and related training activities; internal training programs; external seminars, workshops and professional conferences; academic coursework; and community/charitable organization participation.</p> <p>See also Employees & Workplace, page 32.</p>
*	LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	<p>Fluor offers a variety of skills management and lifelong learning programs through online training through Fluor University, complemented by instructor-led training at various Fluor locations. Additionally, in 2010, Fluor expanded these opportunities through its new video distance learning capabilities. For craft workers, Fluor has established programs for extensive skills training. Examples of programs that support management skills and lifelong learning follow:</p> <ul style="list-style-type: none"> • In 2010, Fluor revised its Core Skills requirements for all employees. This set of essential competencies for all employees will help us sustain a common language across the company and establish standards for high performance. All skills are woven into our recruiting, hiring, development and performance assessment processes. • To improve succession planning processes and to continue to build the skill sets of future leaders, Fluor's Talent Development team established the Management and Leadership Framework in 2010. This provides supervisors, managers and executives with leadership skills they need to successfully execute projects, drive financial results, develop employees, build client relationships and lead their respective organizations by example. • On a business group level a structured educational program to support Fluor's Nuclear Power was developed and implemented. This helped reduce risk and improved project execution through providing a more consistent and widespread application of standardized, high-quality training for nuclear power personnel. Each course has been tailored to serve as a template that can be transferred across businesses to benefit other groups. This cost-effective and sustainable means of offering training set an example for other training initiatives in the organization.

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Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Level of Disclosure	GRI Indicator	GRI Definition	Fluor Comments & Cross-Reference
---------------------	---------------	----------------	----------------------------------

PERFORMANCE INDICATORS

3. Labor Practices and Decent Work: Training & Education (continued)

✱	LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	<p>Fluor's employees also gain exposure to learning through international assignments and working at client's offices and project sites across six continents. In fact, more than 9,000 employees originating from 18 plus global offices are currently on international assignments in 42 countries. This is a reflection of the mobility of Fluor's workforce and their commitment to serving clients around the world. Two examples of programs designed to enhance employee agility follow:</p> <ul style="list-style-type: none"> Established to provide networking opportunities for employees who are five to 15 years out of college, our Emerging Leaders Group had active participation in four major Fluor offices. Our Graduates Advancing to Professionalism (GAPSM) program links those who are new college graduates to five years out of college. Eleven groups in seven countries had active members.
✱	LA12	Percentage of employees receiving regular performance and career development reviews.	<p>All eligible employees are expected to receive Performance Assessments on an annual basis. Through the company's online Performance Assessment process, managers can provide assessment of critical skills required by all employees, as well as particular feedback for individual performance. This tool provides a standardized process used across the organization. In 2010, 95 percent of all eligible employees participated in a performance assessment.</p>

3. Labor Practices and Decent Work: Diversity & Equal Opportunity

✱	LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	<p>See About the Company, page 9, and Employees & Workplace, page 29 for breakdown of employees by business.</p> <p>Fluor's Board of Director comprises 11 members; two members are women.</p> <p>Fluor recruits, hires and retains employees from diverse backgrounds. Policies and practices help sustain its diverse workforce. They are built around the premise that all employees should have opportunities to excel in their chosen professions. In 2010, part of Fluor's U.S. outreach included participation in the National Society of Black Engineers, the Society of Hispanic Professional Engineers, and the Society of Women Engineers national conferences and career fairs, as well as attendance at the Catalyst Awards events.</p> <p>Fluor educates employees globally regarding diversity and inclusiveness and encourages them to explore ways to incorporate these values into the workplace. During 2010:</p> <ul style="list-style-type: none"> Twelve leadership messages featured specific topics related to working with a diverse employee base and the opportunities that creating an inclusive environment can bring. Leaders shared their personal and professional insights to help engage employee dialogue about diversity and inclusion. For 2011, Fluor has broadened its scope for communication from leaders to include employee-authored messages on Diversity & Inclusion and other relevant topics. A Global Diversity & Inclusion Resource Center on the company's intranet site provides a central, globally accessible location where employees can find tools and information to help them learn about workplace diversity and inclusion. A nine-course online curriculum addresses several aspects of diversity and inclusion and is available to all employees. Every employee completes two mandatory Diversity & Inclusion courses as part of new hire orientation. Five hundred and fifty four online Diversity & Inclusion courses were completed. <p>See Employees & Workplace section for more information.</p>
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Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Level of Disclosure	GRI Indicator	GRI Definition	Fluor Comments & Cross-Reference
---------------------	---------------	----------------	----------------------------------

PERFORMANCE INDICATORS

3. Labor Practices and Decent Work: Diversity & Equal Opportunity (continued)

○	LA14	Ratio of basic salary of men to women by employee category.	<p>Did not report. Information deemed proprietary and/or competitive in nature.</p> <p>Fluor rewards hard work, knowledge and commitment. The company's benefits and human resources programs are designed to attract and retain a diverse workforce of the best talent. Agility and critical thinking are important aspects of Fluor's culture, and our benefit plans and policies encourage growth for both the company and employees. Maintaining an equitable means of compensating employees is a key component of our philosophy. The company pays competitive base salaries to attract and retain qualified employees. Salaries reflect job duties and individual job performance and are based on prevailing economic and market conditions. Fluor ensures that all elements of pay are competitive with the best companies in the locations in which we operate. We review this each year to maintain our competitive position in the global markets.</p> <p>Executive compensation is reviewed by the Organization and Compensation Committee of the Board of Directors, which consists solely of independent directors. It determines compensation levels for the chief executive officer, as well as his direct reports, based on an assessment of competitive data from Fluor's Compensation Peer Group. See Fluor's 2011 Proxy Statement, Compensation Discussion and Analysis, beginning on page 23, available online at www.fluor.com</p>
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4. Society: Community

✱	SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	<p>Fluor assesses the impact of the operations of a Fluor project entering a community at the proposal phase, offering to the client our Sustainability Plan, which describes how we will use our leading-edge technical skills to design and build environmentally friendly capital projects that consider the social and economic viability of the community and support our clients in their drive toward a sustainable future. The sustainability approach includes areas such as energy and resource efficiency, supplier diversity, anti-corruption, safety, training, community involvement, CO₂ management and green initiatives. More specific examples of how this approach manifests itself include:</p> <ul style="list-style-type: none"> • Use local contractors and suppliers • Practice recycling and reuse • Require contractors and suppliers to comply with Fluor's Project Sustainability Plan • Train and use of local workforce • Evaluate and design construction to mitigate impact to the environment • Invest philanthropic support and volunteer involvement in local education and community organizations
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4. Society: Corruption

✱	SO2	Percentage and total number of business units analyzed for risks related to corruption.	Ethics & Compliance, pages 23 – 24.
+	SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Ethics & Compliance, pages 24 – 25.
+	SO4	Actions taken in response to incidents of corruption.	Ethics & Compliance, page 26.

+	Full Disclosure	○	No Disclosure
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Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Level of Disclosure	GRI Indicator	GRI Definition	Fluor Comments & Cross-Reference
---------------------	---------------	----------------	----------------------------------

PERFORMANCE INDICATORS

4. Society: Public Policy

✱	SO5	Public policy positions and participation in public policy development and lobbying.	Fluor has a right and responsibility to advocate positions on issues that are vital to the company's stakeholders. Our efforts at the federal, state and local level are focused on the markets we currently and plan to serve and toward policies and initiatives that promote sustainable economic growth, free markets and innovation. Fluor complies with all registration and reporting regulations placed on this activity.
✱	SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Fluor participates in the political process through employee contributions to the Fluor Political Action Committee (FLUOR PAC) and through company contributions where legal and appropriate. Fluor and FLUOR PAC make bipartisan contributions to political candidates and initiatives that support the company's policies and programs. FLUOR PAC makes contributions to candidates for federal office and certain state and local candidates where allowed by law. A list of federal contributions made by FLUOR PAC can be found on the U.S. Federal Election Commission website.

4. Society: Anti-Competitive Behavior

○	SO7	Total number of legal actions for anticompetitive behavior, anti-trust, and monopoly practices and their outcomes.	Did not report. To the extent that there is anything to report, the information is deemed confidential, except matters that are disclosed publicly.
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4. Society: Compliance

○	SO8	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations.	Did not report. To the extent that there is anything to report, the information is deemed confidential, except matters that are disclosed publicly.
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5. Product Responsibility: Customer Health & Safety

+	PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	The HSE services that Fluor provides to its clients and employees, as well as other stakeholders such as communities, are continually assessed for improvements and enhancements. These services include HSE in design, in office and in execution — construction, commissioning, operations and maintenance. Fluor's HSE Management System and best practices are reviewed on an annual basis, and enhancements and/or new procedures are implemented as necessary.
▲	PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Does not apply. Fluor does not manufacture or sell products.

5. Product Responsibility: Product Service & Labeling

▲	PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	Does not apply. Fluor does not manufacture or sell products.
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Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Level of Disclosure	GRI Indicator	GRI Definition	Fluor Comments & Cross-Reference
---------------------	---------------	----------------	----------------------------------

PERFORMANCE INDICATORS

5. Product Responsibility: Product Service & Labeling (continued)

▲	PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	Does not apply. Fluor does not manufacture or sell products.
○	PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Did not report. Formal and informal surveys are conducted with clients on an ongoing basis to assess project performance and satisfaction. This information is deemed proprietary and/or competitive in nature.

5. Product Responsibility: Marketing Communications

+	PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	As a global engineering and construction contractor working on complex industrial projects that range from hundreds of millions to billions of dollars in size, the majority of Fluor's business development efforts are based on leveraging our track record of performance, building repeat business and focusing on personal contact with existing and prospective clients. While Fluor does very limited advertising and promotion — primarily in industry trade journals and at conference trade shows — the company ensures all of its marketing communications endeavors and material undergo a rigorous legal review to meet all applicable laws and standards as regulated by the U.S. Federal Trade Commission and other nations' administrative agencies that work to prohibit unfair and deceptive acts or practices in commerce. Any marketing material produced by Fluor that profiles a client or its project is submitted to the client for approval and use rights.
+	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 is unaware of any incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship.

5. Product Responsibility: Customer Privacy

+	PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	In the ordinary course of conducting business with clients, Fluor signs and maintains confidentiality agreements. We are unaware of any substantiated complaints regarding any breaches of privacy or loss of data during 2010.
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5. Product Responsibility: Compliance

+	PR9	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services.	Fluor has not had any significant administrative or judicial sanctions or fines levied against the company during 2010 for failure to comply with laws or regulations concerning the provision and use of its products and services.
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Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Level of Disclosure	GRI Indicator	GRI Definition	Fluor Comments & Cross-Reference
---------------------	---------------	----------------	----------------------------------

PERFORMANCE INDICATORS

6. Economic: Economic Performance

✱	EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	<p>Community & Social Service, pages 42–44.</p> <p>2010 Community Highlights</p> <ul style="list-style-type: none"> • \$6.2 million in corporate and Foundation contributions to community organizations, educational initiatives and programs in 17 countries. • Nearly 400 grants, totaling \$830,000, were made to universities and their scholarship programs. • More than 35,000 employee volunteer hours toward team service projects assisting organizations and schools. • \$732,000 in economic value of employee volunteer time toward community service projects benefiting organizations and schools. • School supplies distributed to schools and youth organizations during the annual Fluor Global Service Project — Building Futures, conducted in 29 locations around the world collectively touching the lives of more than 10,000 children. • \$3.7 million in employee contributions and matching grants pledged to United Way and health and human service agencies. • Through the Matching Gifts to Education Program, employees worldwide contributed \$320,000 to over 200 elementary/secondary schools and universities. <p>Sampling of 2010 Fluor contributions to nongovernmental organizations focusing on human service needs and youth development:</p> <ul style="list-style-type: none"> • \$113,500 to Children's Hospital of Orange County, California • \$71,000 to American National Red Cross • \$50,000 to Boys & Girls Clubs of America • \$46,000 to Fundación Teleton to assist in the neuromuscular rehabilitation of children in Chile • \$28,450 to Detski Dom Orphanage in Russia for facility repairs • \$20,000 to Meals on Wheels in Greenville, South Carolina • \$20,000 to Puerto Rico Youth At Risk Inc. • \$17,500 to Engineers Without Borders USA • \$17,000 to Bukid Kabataan Philippine Orphanage <p>Sampling of educational grants made in 2010:</p> <ul style="list-style-type: none"> • \$102,750 to Louisiana State University Foundation • \$100,000 to the Detroit Science Center • \$75,000 to National Engineers Week Foundation • \$50,000 to South Carolina State University • \$30,000 to the University of Witwatersrand, South Africa • \$25,000 to Change the Equation to support improving science, technology, engineering and math education in the United States • \$25,000 to Foundation for Teaching Economics to support the Institute on the Environment and the Economy teacher training program • \$25,000 to the Marine Corps Scholarship Foundation • \$25,000 TELUS Word of Science in Alberta, Canada • \$24,000 to the Fort Bend Independent School District in Houston, Texas, in support of various education initiatives
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Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Level of Disclosure	GRI Indicator	GRI Definition	Fluor Comments & Cross-Reference
---------------------	---------------	----------------	----------------------------------

PERFORMANCE INDICATORS

6. Economic: Economic Performance

✱	EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	<ul style="list-style-type: none"> • \$20,000 to Raymond Academy for Engineering in Texas to support after-school engineering programs • Grants made through The Fluor Military Support Coalition program in 2010 include: • \$25,000 to Homes for Our Troops, building specially adapted homes for severely wounded veterans • \$25,000 to the Snowball Express, supporting programs for children of deceased U.S. service members • \$15,000 to the Intrepid Fallen Heroes Fund to support the National Intrepid Center of Excellence • \$10,000 to the Injured Marine Semper Fi Fund to assist wounded Marines with recovery and rehabilitation • \$14,000 to Syracuse University to fund the Entrepreneurship Bootcamp for Veterans with disabilities • \$5,000 to the Night Stalker Association for scholarships and financial assistance to the children and spouses of the Special Operations Night Stalker soldiers <p>Regarding government-related expenses, Fluor makes required payments for taxes, visas, permits and customs-related matters, among other requirements, to governments in the countries in which it performs work. Because of the company's far-reaching contact with governments, our anti-corruption program is extensive. While our employees are especially vigilant when dealing with public-sector officials, Fluor prohibits all forms of commercial bribery as well. In 2010, the company updated its Anti-Bribery and Corruption Policy, ensuring clear standards that employees can easily understand no matter what the business environment or context may be. While we strongly discourage the use of facilitating payments, we do permit them if they are allowed under all applicable laws and are pre-approved by the company's Law department. If a facilitating payment is made, it is specifically accounted for as outlined in the PACI Principles. We continuously reevaluate our ledger of facilitating payments to confirm compliance and to determine how they may be reduced going forward. Fluor also limits the number of third-party agents by primarily relying on our internal sales staff. We do not have a commission-based sales structure, which contributes greatly to the management of corruption risks. If local laws require the use of a third party, we perform thorough due diligence and training, and are vigilant in looking for "red flags." We also limit the employees that are permitted to have contact with third-party agents.</p>
	EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	<p>Fluor has processes in place to meet governmental regulations dealing with climate change. Those processes are equipped to address reporting, mitigation and controls, but the direct impact to Fluor is not expected to be significant.</p> <p>Growing concerns about climate change may result in the imposition of additional environmental regulations. For example, there is a growing consensus that new and additional regulations concerning greenhouse gas emissions and/or "cap and trade" legislation may be enacted, which could result in increased compliance costs for us and our clients. Legislation, international protocols, regulation or other restrictions on emissions could also affect our clients, including those who (a) are involved in the exploration, production or refining of fossil fuels such as our Oil & Gas clients, (b) emit greenhouse gases through the combustion of fossil fuels, including some of our Power clients or (c) emit greenhouse gases through the mining, manufacture, utilization or production of materials or goods. Such legislation or restrictions could increase the costs of projects for our clients or, in some cases, prevent a project from going forward, thereby potentially reducing the need for our services which could in turn have a material adverse effect on our operations and financial condition. However, legislation and regulation regarding climate change could also increase the pace of development of carbon capture and storage projects, alternative transportation, alternative energy facilities, such as wind farms, or incentivize increased implementation of clean fuel projects which could positively impact the company. The company cannot predict when or whether any of these various legislative and regulatory proposals may become law or what their effect will be on the company and its customers.</p>

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Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Level of Disclosure	GRI Indicator	GRI Definition	Fluor Comments & Cross-Reference
---------------------	---------------	----------------	----------------------------------

PERFORMANCE INDICATORS

6. Economic: Economic Performance (continued)

+	EC3	Coverage of the organization's defined benefit plan obligations.	Around the world, Fluor designs and implements competitive health and welfare programs, along with retirement plans, as appropriate, for employees. The few defined benefit plans in existence at Fluor are consistent with industry standards and are funded in accordance with government regulations in locations where we work.
+	EC4	Significant financial assistance received from government.	No financial assistance was received from the government.

6. Economic: Market Presence

○	EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	Did not report. Information deemed proprietary and/or competitive in nature. Fluor rewards hard work, knowledge and commitment. The company's benefits and human resources programs are designed to attract and retain a diverse workforce of the best talent. Agility and critical thinking are important aspects of Fluor's culture, and our benefit plans and policies encourage growth for both the company and employees. Maintaining an equitable means of compensating employees is a key component of our philosophy. The company pays competitive base salaries to attract and retain qualified employees. Salaries reflect job duties and individual job performance and are based on prevailing economic and market conditions. Fluor ensures that all elements of pay are competitive with the best companies in the locations in which we operate. We review this each year to maintain our competitive position in the global markets.
*	EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Community & Social Service, page 44.
○	EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.	Did not report. Information deemed proprietary and/or competitive in nature. Fluor adheres to all employment laws and strives to ensure local management is hired, developed and retained.

6. Economic: Indirect Economic Impacts

+	EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, inkind, or pro bono engagement.	Community & Social Service, page 43. As a global citizen, Fluor engages in local programs that serve the dual function of benefiting the environment and simultaneously improving the communities in which we work. Fluor offices across the globe are engaged in grassroots voluntary green community activities that bring funds, supplies, nature and well-being to scores of communities globally. Highlights include: <ul style="list-style-type: none"> • Used clothing, shoes, baby supplies, toys, furniture, household items, books, DVDs, etc. collected and donated to WINS — Women In Need Society of Calgary (Alberta, Canada). • Used clothes were collected and donated to Caritas in Oviedo (Asturias, Spain). • Donated desks, chairs, cabinets, paper, translation dictionaries, general office equipment to Hawley Place School, Frogmore Community Centre, local churches and local drama groups in Surrey and Hampshire (Farnborough, United Kingdom). • Fifteen computers with monitors were donated to the Kindergarten and Primary schools (Gliwice, Poland). • AMECO donated a used van to the Urban League. Book Drive collection of books for the Literacy Foundation. Donation of wellness and safety supplies to United Ministries (Greenville, South Carolina).
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Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

Level of Disclosure	GRI Indicator	GRI Definition	Fluor Comments & Cross-Reference
---------------------	---------------	----------------	----------------------------------

PERFORMANCE INDICATORS

6. Economic: Indirect Economic Impacts (continued)

+	EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	<ul style="list-style-type: none"> Donated an assortment of office supplies to the Lamar Consolidated Independent School District (ISD) and Fort Bend ISD (Houston, Texas). Donated school supplies to local elementary school and charitable foundation. Ceiling tiles donated to Anawim Home for the Elderly and Philippine Jesuit Prison Service. Used clothes donated to the Red Cross and birthday and Christmas gifts donated to Bukid Kabataan in Cavite (The Philippines). Donated used clothing for Goonj, an organization that recycles used clothes to donate after disasters or to give to disadvantaged individuals when doing development work in villages and the ongoing donation of shredded paper for recycling to Literacy India (New Delhi, India). Used clothing to Catholic Church Collection for Haiti in San Juan. Fax machine and photocopier donated to Los Alamos Public School in Guaynabo, Puerto Rico (San Juan, Puerto Rico). Collected used clothes, shoes, toys and bedding sets, and donated them to River of Hearts (Shanghai, China).
+	EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Community & Social Service, page 44.

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Letter	Overview	Featured Projects	2010 Progress Report	GRI Index
A Message from the CEO	About the Company About the Report	Bay Bridge, California Chayvo Onshore Processing Facility, Russia Jetty Boil-Off Gas Recovery, Qatar	Ethics & Compliance Governance Employees & Workplace Health, Safety & Environment Community & Social Service	GRI Content Index

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