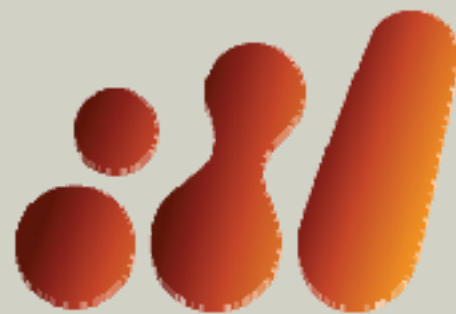




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Safety Excellence = Business Excellence

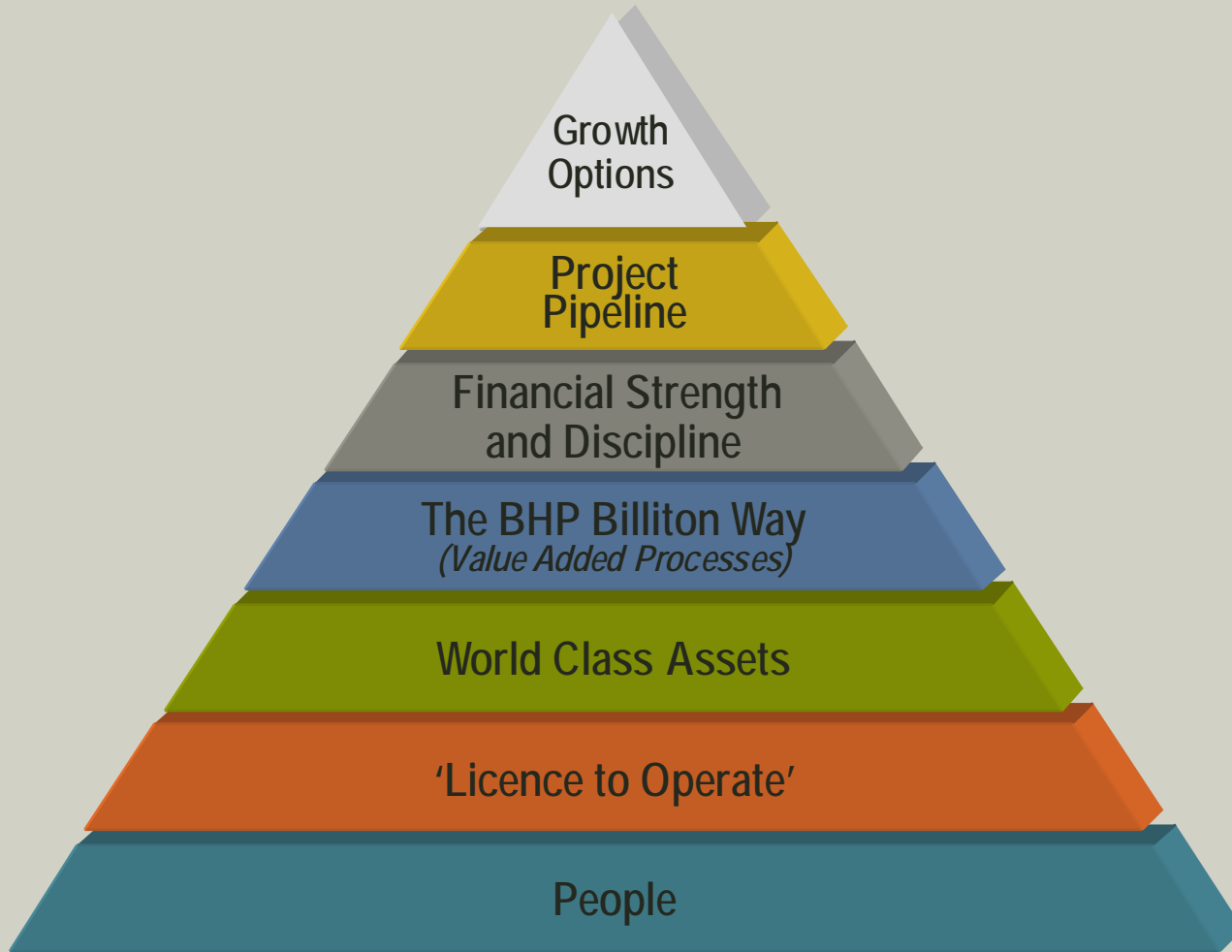
BHP Billiton's Approach to HSEC Management

Charles W Goodyear
Chief Executive Officer, BHP Billiton

China International Forum on Work Safety
Beijing, September 20, 2006



BHP Billiton Strategic Framework



BHP Billiton - Licence to Operate



世界最大的多元化资源公司

石油



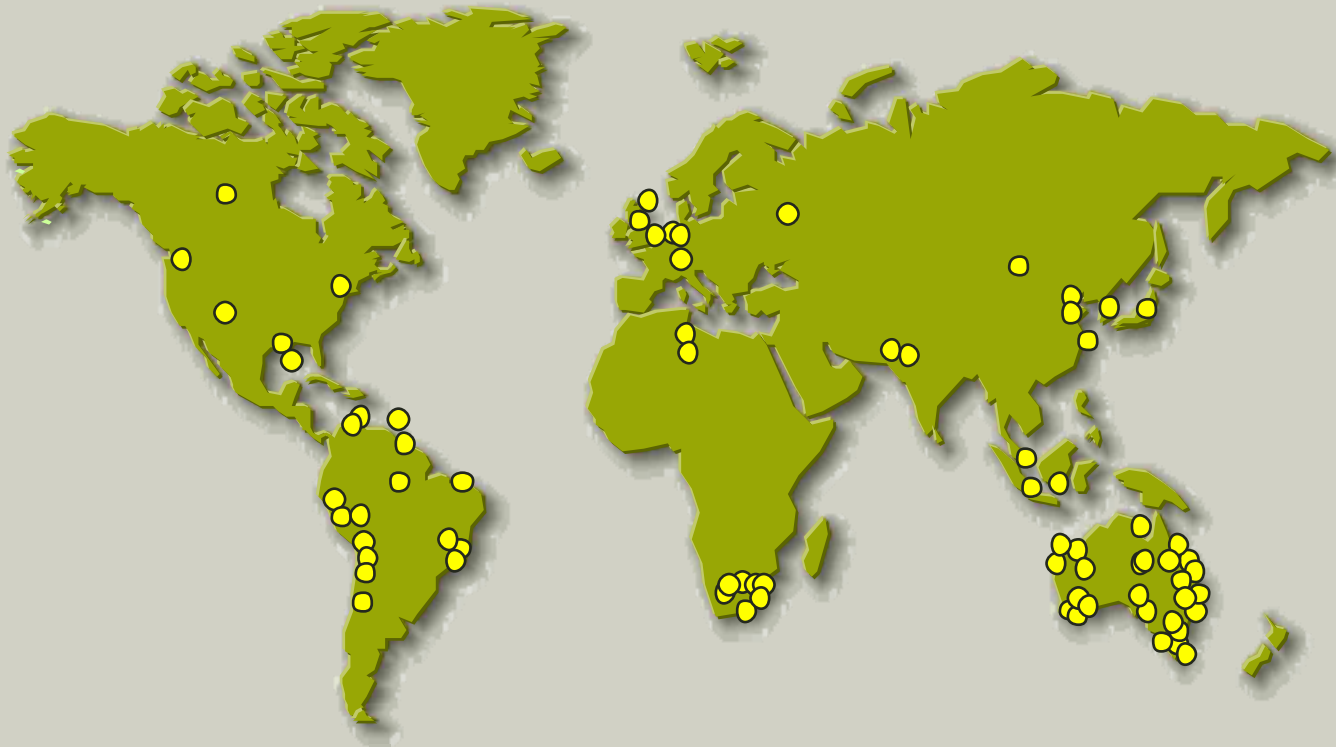
铝



基本金属



碳钢原料



钻石和特殊产品



动力煤



不锈钢原料



Our Key Challenges

Health

- HIV Aids
- Malaria
- Workplace Exposures
- Avian Flu



Environment

- Water Management strategy
- Closure Standard implementation
- Sensitive Environments & Biodiversity



Safety

- Elimination of Fatalities
- Contractor Engagement
- Catastrophic Risk



Community

- Product Stewardship
- Climate Change
- Community Programs

Our risks are many and varied

Underground risks & dust exposure



Confined spaces



Hot work



Pedestrian safety

Heavy vehicles



Working offshore

Use of explosives



Signatory to the ICMM Principles

Seek continual improvement of our **health** and **safety** performance.

Seek continual improvement of our **environmental** performance.

Contribute to the social, economic and institutional development of the **communities** in which we operate.

Contribute to conservation of biodiversity and integrated approaches to land use planning.

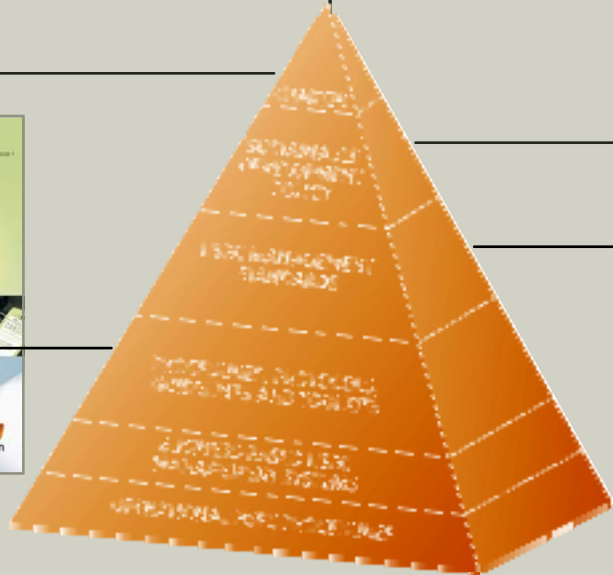
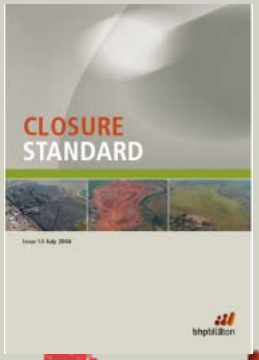
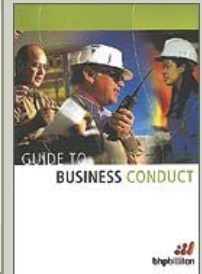
Where we have come from prior to merger in 2001

- Safety not seen as a value or business driver
- Leadership Tolerance of at risk behaviours
- Low level of Personal Safety awareness
- No correlation with improving injuries rates and fatality rates
- Lessons from previous incidents not implemented
- Safety seen as a burden on achieving production targets

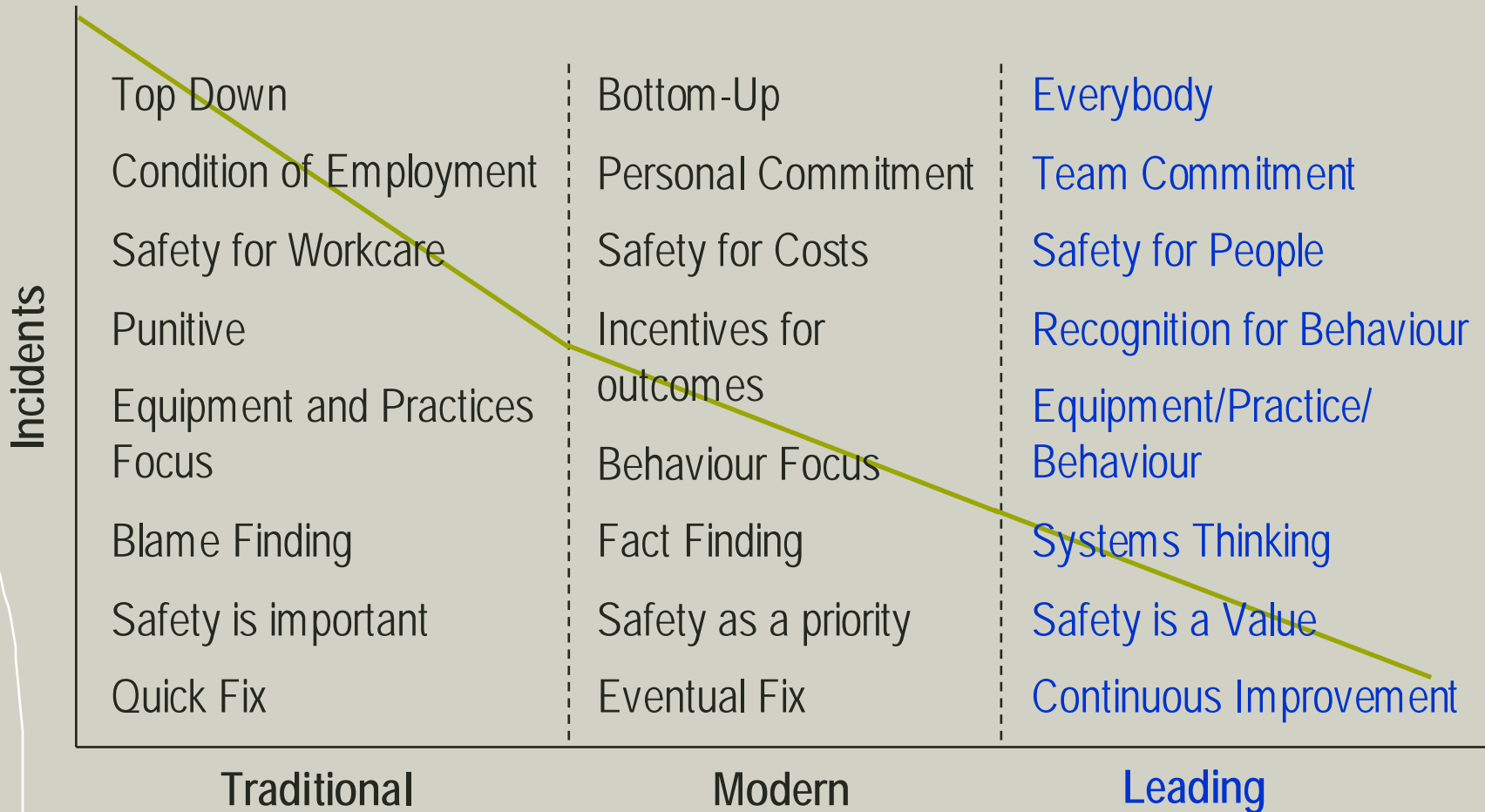
Our System and Standards

Our HSEC management system is hierarchical – documents and systems each must meet and support requirements of those of higher levels.

Committed Leadership



Safety Improvement

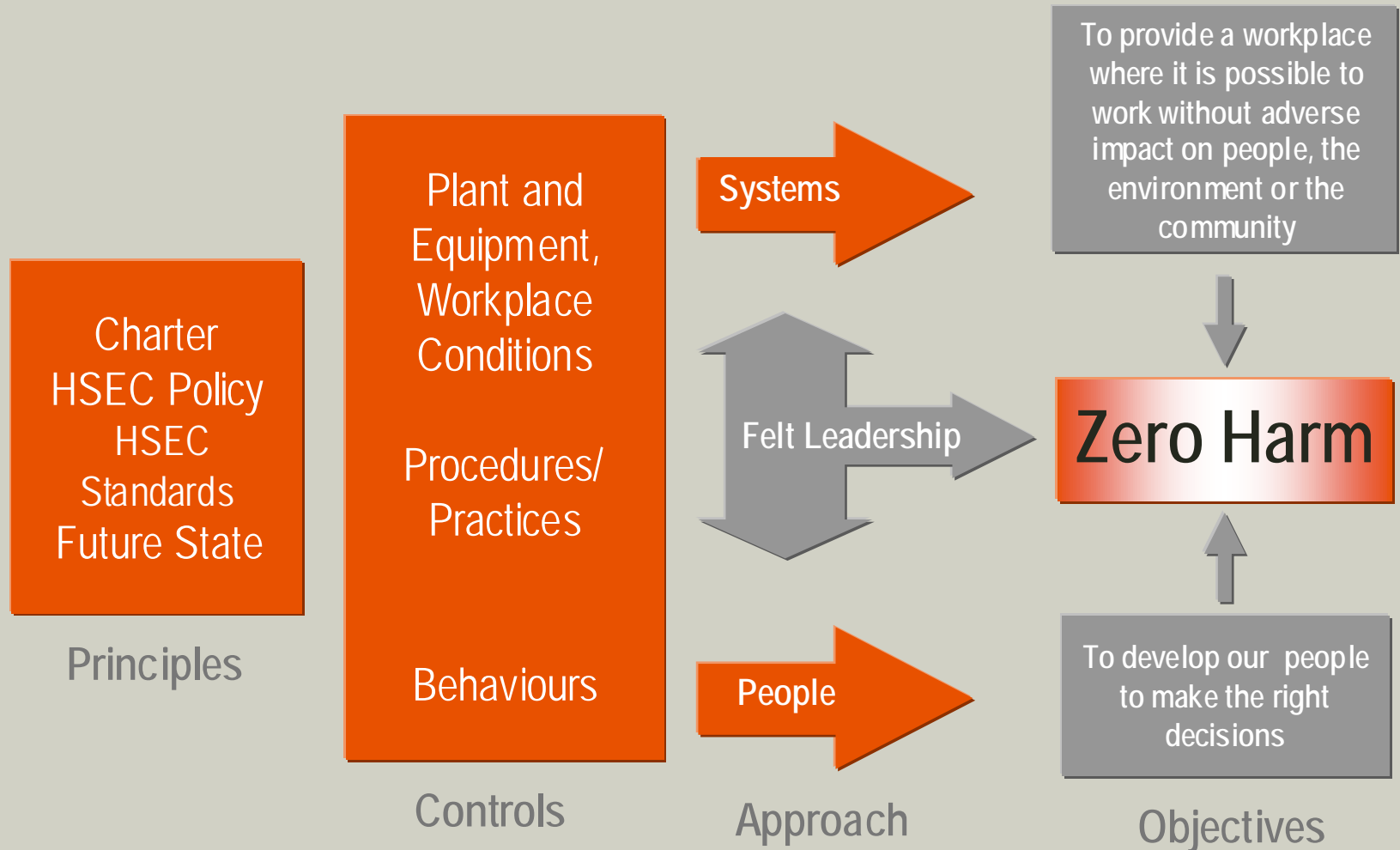


Lessons from major incidents since 2001

- Leadership directly set and maintain the safety culture
- Performance is directly related to Leadership attention and focus
- Consistent and rigorous application of standards is essential
- Injury reduction programs alone will not prevent fatalities – a complimentary focused effort is required on fatal risk.
- High near miss reporting often correlates with declining injuries or fatalities
- Hazard identification and risk awareness skills are fundamental for success

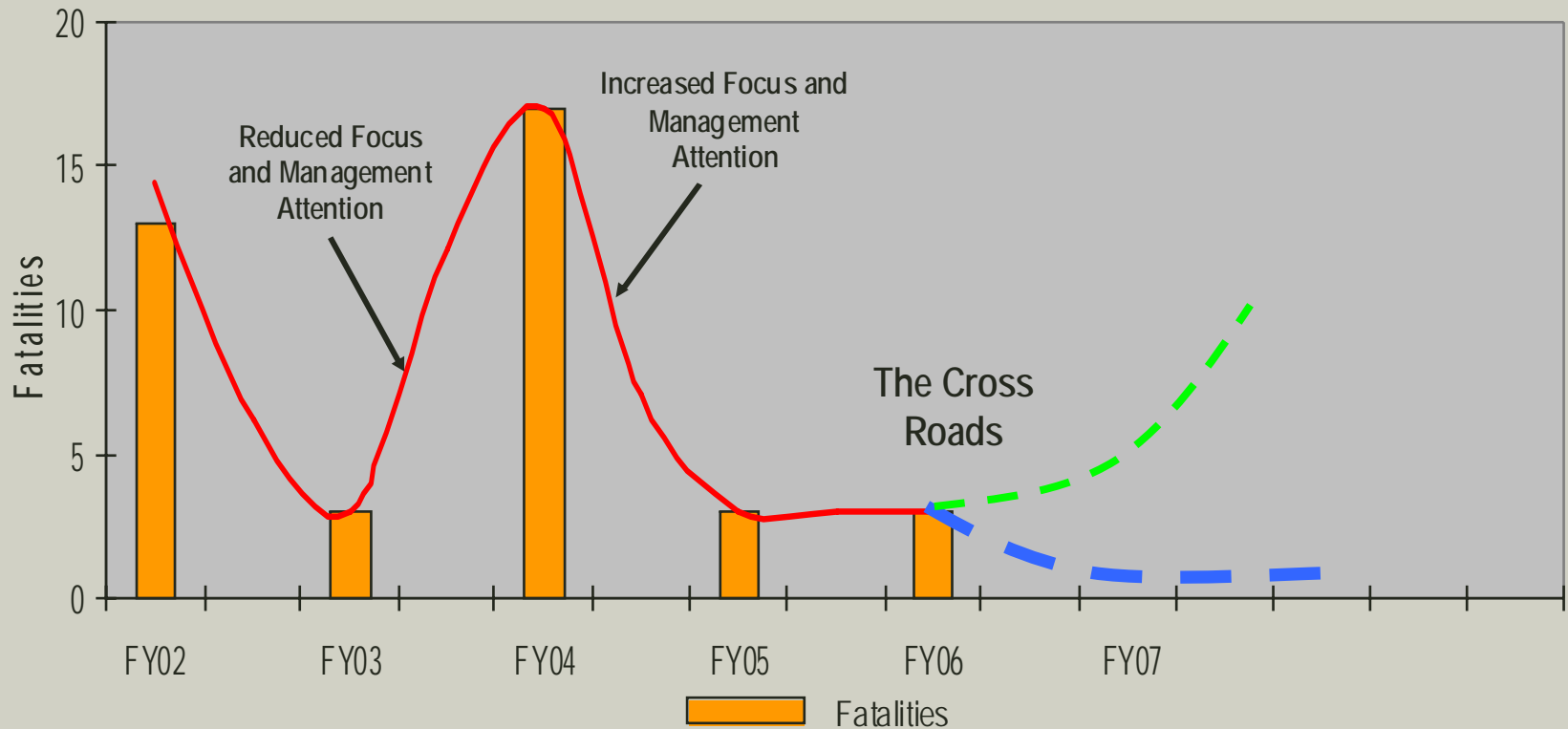


Road to Zero Harm

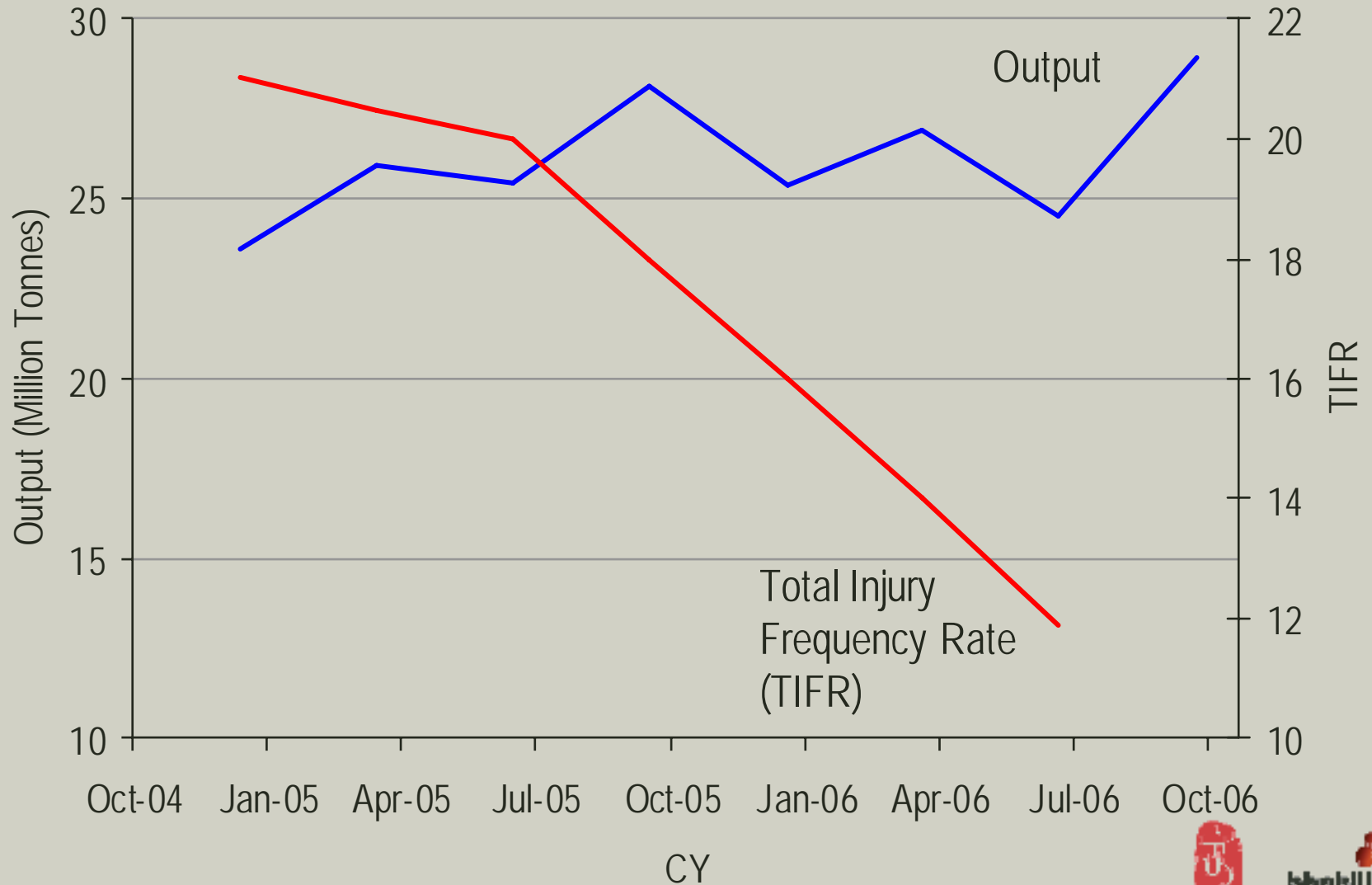


The Cross Roads?

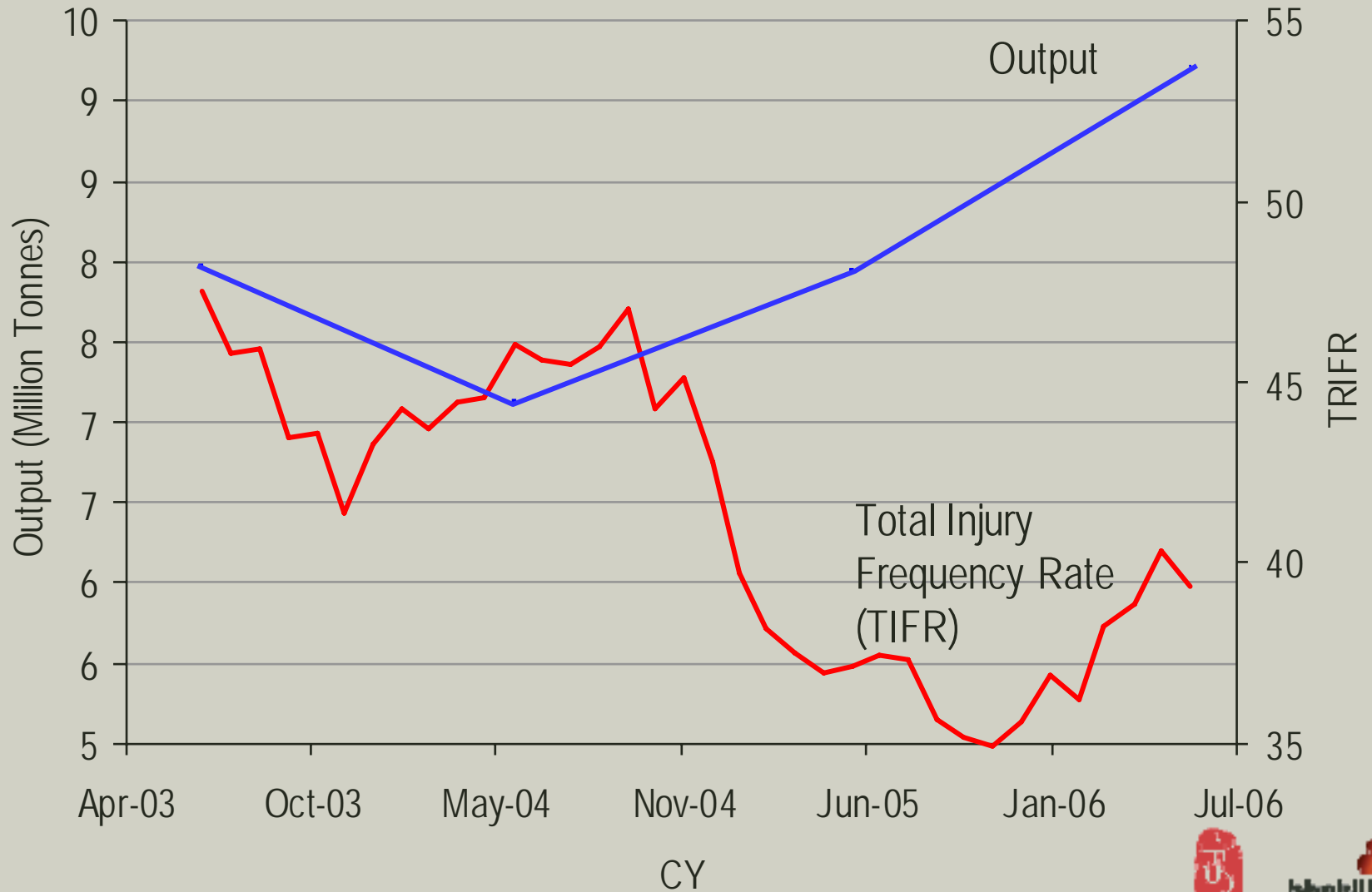
The Immediate Challenge Repeat Cycle or Maintain Improvement



Case Study: Iron Ore Sustainable Performance



Case Study: Illawarra Coal Sustainable Performance



Where we want to be – Our Future State

BHP Billiton is an organisation in which:

- The safety of our people is a value which is not compromised
- Safety excellence is recognised as good business
- Leaders at all levels are safety role models
- Effective safety leadership is a prerequisite for promotion
- People are aware of the hazards and risks in their workplace and act accordingly
- Compliance with safety standards and procedures is absolute
- “At risk” behaviours are not acceptable and are addressed when observed
- Effective skills to lead and work safely are developed through ongoing training and mentoring
- Repeat incidents are evidence of an out of control operation



Australia and China Joint Coal Mine Safety Task Force

MoU Signed April 2006

“This will enable our countries to work together to exchange expertise and experiences and foster improved coal mine safety practices. It reflects the strength of the bilateral relationship between Australia and China on issues affecting the coal mine industry.”

Australian Resources Minister, Ian Macfarlane April 2006

Joint working group that includes a BHP Billiton representative established:

- Set a work program to address coal mine safety issues of mutual interest
- First government to government Steering group meeting today
- First industry to industry working group meeting on Monday



BHP Billiton
recognised worldwide
for its outstanding
HSEC performance ...

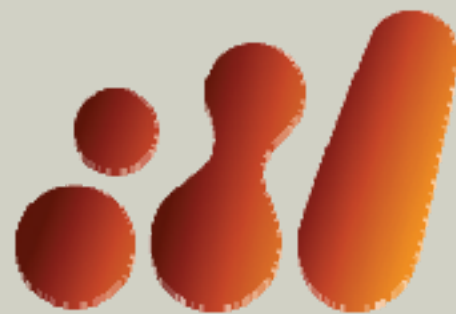


... this is the key leading indicator of our excellent performance in all dimensions of the business leading to enhanced access to resources, capital and people.





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