

BHP BILLITON LTD  
Form 6-K  
October 06, 2005

**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
Washington, D.C. 20549  
Form 6-K  
REPORT OF FOREIGN PRIVATE ISSUER  
PURSUANT TO RULE 13a-16 OR 15d-16  
UNDER THE SECURITIES EXCHANGE ACT OF 1934  
September 19 , 2005  
BHP Billiton Limited**

(Translation of registrant's name into English)  
180 Lonsdale Street Melbourne VIC 3000 Australia

(Address of principal executive office)

Indicate by check mark whether the registrant files or will file annual reports under cover of Form 20-F or Form 40-F:  
 Form 20-F  Form 40-F

Indicate by check mark if the registrant is submitting the Form 6-K in paper as permitted by Regulation S-T  
Rule 101(b)(1):

Indicate by check mark if the registrant is submitting the Form 6-K in paper as permitted by Regulation S-T  
Rule 101(b)(7):

Indicate by check mark whether the registrant by furnishing the information contained in this Form is also thereby  
furnishing the information to the Commission pursuant to Rule 12g3-2(b) under the Securities Exchange Act of 1934:  
 Yes  No

If  Yes is marked, indicate below the file number assigned to the registrant in connection with Rule 12g3-2(b): n/a

---

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

BHP Billiton Limited

Date: 19 September 2005

By: Karen Wood  
Name: Karen Wood  
Title: Company Secretary

---

**A SUSTAINABLE PERSPECTIVE Zero HarmSound GovernanceSocial ResponsibilityEconomic  
ContributionBHP BILLITON SUSTAINABILITY REPORT Our Health, Safety, Environment and  
Community PerformanceSUMMARY REPORT 2005**

---

**Message from the Chief Executive Officer** From an environmental perspective, we maintained our progress in reducing the greenhouse intensity of our operations. Since establishing our current five-year reduction target to reduce the intensity of our production by five per cent, we have achieved a 10 per cent reduction. While water intensity reduced compared to last year, there is still an overall increase to date of five per cent against the 2001/02 baseline. In the year ahead, we will endeavour to improve performance in this area. We continued to meet our commitment to spend one per cent of our pre-tax profit on a three-year rolling average on community programs, contributing US\$57.4 million to our local communities. In health we have been successful in reducing the number of new cases of occupational illness by 36 per cent when compared to the 2002/03 baseline. In June 2005 we welcomed WMC Resources Ltd to the BHP Billiton Group and look forward to reporting on the activities At BHP Billiton we recognise that integrating sound principles of former WMC assets in future reports. We acknowledge the governing safety, business conduct, social, environmental and concerns of some stakeholders about the inclusion of uranium economic activities into business practice is both good for society in our portfolio, and we will bring our strong product stewardship and good for our business. Excellence in these areas provides the experience to this commodity as we have done with our other opportunity for competitive advantage and the development of a business. I also encourage you to read our position on uranium, reputation as the partner of choice. Our objective is to earn and available from our website. maintain this reputation. Pleasingly, I can again report that we have received recognition During the past year, we have achieved very strong outcomes for our performance in public reporting, community relationships against our operating and health, safety, environmental and sustainable development. We are particularly proud to have community (HSEC) targets. On behalf of the Board and the been selected as the Company of the Year at the Business in management team, I extend my thanks to not only our employees the Community Awards in the UK. These are the premier awards and contractors but also their spouses, partners and families for in the UK that support and encourage corporate social helping our Company to achieve these results. The nature of our responsibility. We are the first company in the extractive business means it takes a strong team effort to achieve our industries to receive the award and are the first recipient goals, and we recognise and greatly value this support. acknowledged for its global activities. In my message to you last year I reported with great sadness that Our Full Report on our website has again been prepared in 17 of our employees or contractors lost their lives while at work. accordance with the Global Reporting Initiative 2002 Sustainability Evaluation of these events, as well as of all other accidents and Reporting Guidelines and represents a balanced and reasonable incidents, indicated that we do not need fundamentally new representation of our organisation's economic, environmental systems. What we must do is improve our operating discipline by and social performance. We remain committed to the UN Global ensuring that the systems we have are followed and understood Compact, and you can read an update on our progress against by all and that we learn from our experiences and share these the Compact's ten principles within our Full Report. across the organisation. During the year we revised our previous HSEC Policy, I am very pleased to report that strong progress has been made Management Standards and performance targets. As a result, in this regard. We have identified desirable HSEC leadership our HSEC Policy was broadened to become our Sustainable attributes for line managers, and strong performance in this Development Policy, which I believe marks the next step change area is now a prerequisite for promotion. Our Fatal Risk Control in our approach to sustainable development. Protocols have been implemented, and we continue to focus I would welcome any feedback you have in relation to this Report on the importance of sharing knowledge. Despite our efforts, and look forward to reporting our progress again next year as however, three of our colleagues lost their lives at work during we continue to focus on creating value for our shareholders this fiscal year. All of us are affected by these events and by and stakeholders. the impact on family, friends and associates. It makes our resolve even stronger to provide a workplace that consistently delivers Zero Harm we will not be satisfied until we achieve this objective. *Chip Goodyear Chief Executive Officer* Performance at a Glance 1 Policy in Action Case Studies 1 BHP Billiton's Sustainable Development Using our Sustainability Report 2 Our Resources

Edgar Filing: BHP BILLITON LTD - Form 6-K

at Work15PolicyBC Sustainability at BHP Billiton3BHP Billiton Locations Map16About BHP  
BillitonBC Governance4RecognitionIBCContakt UsBC Our Performance5BHP Billiton CharterBCIBC:  
Inside back cover BC: Back cover

---

**Performance at a Glance HSEC Targets Scorecard(Baseline 1 July 2001 to 30 June 2002**

**forreduction targets except where stated otherwise) Overall performance against target:**

**Performance change since last reporting period: Environment 2004/05**Target exceeded or ahead of scheduleTarget behind schedule >Performance tracking steadily **Energy and Greenhouse** > Energy conservation plans in place at all required sites and at All sites with emissions greater than 100 000 tonnes per year of 11 sites that were below the emissions threshold Target achieved (95%) or on track Target not achieved > Performance has improved carbon dioxide equivalent<sup>6</sup> are required to have and maintain>Performance has declinedenergy conservation plans with specific targetsAll sites with emissions greater than 100 000 tonnes peryear of > Greenhouse gas management programs in place at all required carbon dioxide equivalent<sup>6</sup> are required to have and maintain sites and at 12 sites that were belowthe emissions threshold greenhouse gas management programs (FY04: 11 sites)**Zero**

**Harm2004/05**Aggregate Group target for reduction in greenhousegasemissions> During the year our greenhouse gas intensity reduced, resulting Zero fatalitiesThree fatalities in controlledactivities (FY04: 17)<sup>1</sup> per unit of production of 5 per cent by 30 June 2007in an overall reduction to date of 10 per cent against the baseline (FY04: 9% reduction) Zerosignificant environmental incidents (i.e. rated 3 and above Three Level 3 environmental incidents (FY04: 2) on the BHP Billiton Consequence Severity Table)

**Water** > Water management plans in place at 97 per cent of required All sites with fresh water consumption greater than 500 ML persites and at 26 sites that were below the usage threshold No transgressions within the Group s activities of the principles None identified (FY04: none) annuñto have and maintain water management plans (FY04: 98%; 23 sites) embodied within the United Nations Universal Declaration of Human Rights Aggregate Group target of 10 per cent reduction in fresh water >During the year our water intensity decreased, however there is consumption per unit of production by 30 June 2007still an overall increase to date of 5 per cent against the baseline **Legal Compliance**Seven

finer greater than US\$1000. Total fines paid US\$20 836 (FY04: 10% increase)Zero fines and prosecutions<sup>2</sup> (FY04: US\$209 420) **Waste**> Waste minimisation programs in place at 98 per cent of required **Management Systems2004/05**All sites<sup>3</sup> to have andmaintain waste minimisation programssites

and at 14 sites that were not required to meet this target (FY04: 97%; 10 sites)>100 per cent of required self-assessments were completed at Allsites to undertake annual self-assessments against the operating sites (FY04: 100%)> During the year our general waste intensity decreased, resulting BHP Billiton HSEC Management Standardsand have plans to in an overall decrease to date of 8 per cent against the baseline An overall conformance of 3.9 out of 5 has been achieved, comparedAggregate Group target of 20 per centreduction in waste achieve conformance with the Standards by 30 June 2005>(FY04:25% increase) to

our conformance target of greater than 4 (FY04: 3.7 out of 5)(excluding recycled and mining-related materials, such as waste rock, tailings, coal reject and slag) per unit ofproduction by > During the year our hazardous waste intensity reduced, resulting All sites<sup>3</sup> to maintain ISO 14001 Certification> All sites requiring ISO 14001 arecertified or have been recommended30 June 2007in an overall reduction to date of 31 per cent against the baseline for certification by their ISO auditor(FY04: 12% reduction)

**RiskManagement**> Risk registers are in place and maintained at all required sites,**Land management**> Land managem nt plans in place at 98 per cent of required Risk registers to be in place and maintained at all sites<sup>3</sup> and withinbusinesses and Corporate officesAllsites<sup>8</sup> to have and maintain land management plans to protectsites and at 21 sites that were not required to meet this target BHP Billiton businesses and Corporate officesand enhance agreed beneficial uses(FY04: 98%; 19 sites) **Health 2004/05 Product**

**stewardship**> Lifecycleassessments have been completed for all major Lifecycle assessments prepared for all major BHP Billiton minerals minerals products. In addition, we have also commenced work All sites<sup>3</sup> to implement a baseline survey on occupational exposure > All required sites have now implemented baseline surveys products<sup>9</sup> (incorporating participation in industry programs as on lifecycle assessments of several minor products hazards and establish occupationalhygiene monitoring and health (FY04: 98%) appropriate) surveillance programs**Community 2004/05**>Potential occupational exposure to noise, if not for the use of personal protective equipment (PPE), reduced by 2 per cent All sites<sup>8</sup> to

prepare public HSEC reports at a local level (including > HSEC reports were prepared by 100 per cent of required sites or (FY04: 4% increase) incidents, community complaints and relevant site-specific businesses (FY04: 98%) Annual reduction in percentage of people potentially exposed above occupational exposure limits<sup>4</sup> emission) on an annual basis>For other exposures when compared to the 2003/04 baseline, there has been an increase in the percentage of employees potentially exposed, if not for the use of PPE sites and at 22 sites that were not required to meet this target (FY04: 98%; 24 sites) 20 per cent reduction in incidence of occupational disease by > During the year the incidence of occupational illness reduced, 30 June 2007 resulting in an overall reduction to date of 36 per cent against Aggregate contribution to community programs, including in-kind > Expenditure totalled US\$57.4 million, equivalent to 1.0 per cent the baseline 2002/03 (FY04: 15% reduction) support, of a target of 1 per cent of pre-tax profits, calculated on of pre-tax profits on a three-year rolling average a three-year rolling average (FY04: US\$46.5 million; 1.3%) **Safety 2004/05 Notes** 50 per cent reduction in Classified Injury Frequency Rate<sup>5</sup> (excluding > During the year our Classified Injury Frequency Rate reduced, 1. Controlled activities are work-related activities where BHP Billiton 6. Forty sites have emissions greater than 100 000 tonnes per annum directly supervises and enforces HSEC standards. carbon dioxide equivalent and, combined, account for 96 per cent first aid treatments) at sites by 30 June 2007 resulting in an overall reduction to date of 42 per cent against the 2. Prosecutions included are those that have been determined during the of the Group's greenhouse gas emissions. baseline (FY04: 26% reduction) year and resulted in fines. 7. Thirty-nine sites have fresh water consumption greater than 3. Includes 63 sites in total, excludes exploration and development 500 megalitres per annum and, combined, account for greater than projects, sites being divested, closed sites, and offices. 93 percent of the Group's consumption. <http://sustainability.bhpbilliton.com/2005/performance/>4. Target modified to reflect adoption of BHP Billiton exposure standards. 8. Excludes petroleum platforms, exploration and development projects,> **PERFORMANCE AT A GLANCE** 5. A classified injury is any workplace injury that has resulted in the closed sites, and offices with no significant community or land person not returning to their unrestricted normal duties after the day management issues. on which the injury was received. 9. Excludes petroleum and diamonds. BHP BILLITON SUSTAINABILITY SUMMARY REPORT 2005>



BHP Billiton Sustainability Full Report

2005 Using our Sustainability Report >> <http://sustainability.bhpbilliton.com/2005/report/> Search this site  
Go For a quick review of A SUSTAINABLE Jump to Content I Home I Site Map View these to read about: Our Performance > GO HERE PERSPECTIVE Our Approach BHP BILLITON SUSTAINABILITY REPORT 2005 Our Performance ABOUT THIS PERFORMANCE SUSTAINABILITY GOVERNANCE HEALTH FETY ENVIRONMENT COMMUNITY SOCIO > REPORT AT A GLANCE @ BHP BILLITON ECONOMIC Case Studies Find out about what Message From the CEO About This Site GRI & GC Navigator > sustainability means to BHP Billiton's assessment of BHP Billiton The Company's approach and performance in Health, Safety, how the Report addresses the Environment, Community and Socio-Economic aspects driven Global Reporting Initiative > guidelines and the UN Global See how we meet the by our commitment to people, the environment, our host Compact principles. communities and our commitment to create value for our GRI Indicators and have shareholders and other stakeholders. Go to GRI Navigator progressed with our UN Global At BHP Billiton we recognise Go to GC Navigator > that integrating sound Compact commitment principles governing safety, business conduct, social, Socio Health Safety Environment Community Report Packs environmental and economic Economic Read about our Policies, activities into business practice is both good for Standards and Systems society and good for our business. Download our Report and how we have performed More > against them Case Studies Our case studies present examples of health, safety, environment, QUICK community and socio-economic issues, initiatives, projects and >> LINKS programs across the Group, and highlight some of the sustainability Full Sustainability Report challenges faced by our operations. We like to think of our case studies Summary Sustainability as examples of Policy in Action. About Us Report Our Approach to Read more Our Resources at Work <HERE YOU ARE Sustainable Development Direct links to some areas BHP Billiton Locations Map Our Sustainability of interest Challenges Sustainability at BHP Billiton GRI Navigator Governance Case Studies Targets Scorecard Our bottom line performance is dependent on ensuring access to resources and securing a licence to operate. Maximising the bottom line is about recognising the value protection and value add to be Feedback > achieved through enhanced performance in non-financial dimensions. A quick Browsing Guide Browsing Guide We term this our sustainability value add. Tell us what you think Designed in response to We value Read more your opinion by subject stakeholder feedback, the Browsing Guide will help > Feedback / Contact Us various user groups find information of most relevance > to them. Examples of Policy in Action View Browsing Guide About this Report > Report, we have provided the web map above to illustrate the Basis of Reporting During the reporting period, BHP Billiton acquired Welcome to the BHP Billiton 2005 Summary Sustainability Report. key features of the website. In addition, at the base of each page BHP Billiton is a Dual Listed Company comprising BHP Billiton WMC Resources Ltd (WMC), effective 3 June 2005. Due to You will notice that this year's Report has been renamed from the of this Report we have included a web navigation box to provide Limited and BHP Billiton Plc and their subsidiaries. The two the timing of this transaction in the 2005 reporting year and HSEC Report to the Sustainability Report. The change reflects the the direct web address for the detailed information that is entities continue to exist as separate companies but operate variations between the two companies data collection and evolution of the Report since we commenced public reporting on presented in our Full Sustainability Report. as a combined group known as BHP Billiton. reporting systems, our 2005 Sustainability Report does not our non-financial performance in 1997. reflect data from WMC Resources Ltd. WMC data will be The Full Sustainability Report, available on our website, has been Throughout this Report, the terms BHP Billiton, the Company integrated into our 2006 reporting cycle. We also sold our Following encouraging stakeholder feedback, we have again prepared in accordance with the Global Reporting Initiative (GRI) and the Group refer to the combined group, including both Samancor Chrome business (South Africa), effective 1 June 2005; produced the Report in two formats. This version, which is a 2002 Sustainability Reporting Guidelines. A GRI Navigator

that BHP Billiton Limited and subsidiary companies and BHP Billiton however, for the purposes of this Report, we have included data printed summary Report, is intended for general readership while outlines how each GRI indicator has been addressed is available Plc and subsidiary companies. as representative of the full year. a more detailed web-based Full Report is also available on our website. The statistics in this Report cover the facilities owned and are continuously improving our reporting systems and We have endeavoured to improve the usability of the web-based Your comments on the content and format of our Sustainability operated by BHP Billiton during the 12-month period to endeavour to present useful and accurate information. Anyone Report this year, as the intent is to make it the key focus for the Report would be greatly appreciated and can be noted on the 30 June 2005. Data are reported on a 100 per cent basis for seeking to rely on information in this Report or seeking to draw bulk of reporting. To aid with the navigation of our web-based feedback form on our website. facilities operated by BHP Billiton irrespective of our equity share, detailed conclusions from the data should contact the Company unless otherwise stated. Joint venture projects where we are not for verification and assistance. the operator are excluded, unless expressly stated. All dollar

**ABOUT THIS**

**REPORT** <http://sustainability.bhpbilliton.com/2005/about/figures> in the Report are US, unless otherwise indicated. **GRINA VIGATOR** <http://sustainability.bhpbilliton.com/2005/GRI/> **REPORT**

**FEEDBACK** <http://sustainability.bhpbilliton.com/2005/feedback/2> **BHP BILLITON SUSTAINABILITY SUMMARY REPORT 2005**

---

**Sustainability at BHP Billiton**  
**The Business Case Sustainable Development Road Map**  
 For BHP Billiton, sustainable development is about ensuring our business remains viable and contributes lasting benefits to society through the consideration of social, environmental, and economic aspects in all that we do.

**Operational** to society through the consideration of social, environmental, and economic aspects in all that we do.

**Threat**  
**Identification** Without a profitable business, we are simply unable to contribute to the broader goals of sustainability. We recognise, however, that our bottom line performance is dependent on ensuring access to resources and securing a licence to operate. Therefore:

**PHASE 1 PHASE 2 PHASE 3 PHASE 4 PHASE 5**

**Compliance Risk Responsibility Innovation Strategic** maximising the bottom line is about recognising the value protection and value add that can be achieved through enhanced performance in the non-financial dimensions. We term this our sustainability value add and recognise the value it can bring to our business through:

- reduced business risk and enhanced business opportunities
- gaining and maintaining our licence to operate and grow
- improved operational performance and efficiency
- improved attraction and retention of our workforce
- maintained security of operations
- enhanced brand recognition and reputation, and
- enhanced ability to strategically plan for the longer term.

**Partnerships**  
**BUSINESS MATURITY**  
**Our Approach** Our Sustainable Development Road Map is a strategy map that provides a contextual framework for how we measure our sustainability challenges are those issues that we believe progress on our journey towards sustainable development. may have a material impact on our ability to be a successful business. These include: in the context of this Road Map and question how they can

**Fatal Risks** - Our challenge is to fully implement and optimise better improve the sustainability performance of our operations. the safety management standards we have developed. The Road Map seeks to illustrate that there are three contexts to We need to ensure that all our employees and contractors consider when making decisions that influence our ability to understand, apply rigorously, and fully comply with these contribute to sustainable development. standards.

**Occupational and Community Health** - Our challenge is to At the operational level, we will be encouraging our managers ensure that our health programs are continually evolving in to increasingly seek out leading practices across the HSEC order to maintain our journey towards Zero Harm, recognising dimensions. On a strategic level, we will be encouraging and influencing those factors that impact upon our employees, management teams to identify opportunities that drive their families and our communities. sustainable value creation. At the commodity level, we will

**Greenhouse Gas Emissions** - Our challenge as a member of be encouraging our businesses to demonstrate stewardship global society is to help meet the world's minerals and energy by building partnerships across the lifecycles of our products needs while mitigating the potential impact of greenhouse gas to deliver broader business and societal returns. We recognise emissions on the climate. that there may not always be a need for operations to excel in

**Access to Resources** - Our challenge is to achieve access all aspects of sustainability, and therefore encourage an to the resources relevant to our scope of operations while approach whereby operations strive for excellence in areas where addressing heightened political and societal expectations they perceive the greatest relevance to their stakeholders and related to obtaining and maintaining a licence to operate . business. While each stage in maturity is distinct, it is recognised

**Sustainable Community Development and Closure** - Our that the requirements of the previous stage must be maintained challenge is to maximise the benefits to communities during and built upon in order to progress in maturity. the operational phase of the asset so that we leave a lasting Mature sustainable development is about strong leadership positive legacy after closure. and foresight. We see this as leading to the strategic alignment of opportunities for example, converting hazardous manganese sludges and dusts into pellets that can be made into manganese alloys.

**SUSTAINABILITY AT BHP BILLITON**  
<http://sustainability.bhpbilliton.com/2005/sustainability/BHP BILLITON SUSTAINABILITY SUMMARY REPORT 2005>



**Governance** At BHP Billiton we believe that in order to maintain our position as one of the world's leading companies we must commit to the highest standards of governance. Therefore, in addition to the corporate governance processes that manage the broader affairs of the BHP Billiton Board (formerly of the Company, we have a number of additional processes in place to implement our commitment to sustainable development. Structure and Responsibilities

**Global Ethics Executive Corporate HSEC** Our organisation for sustainable development, as illustrated, Panel Management\* is characterised by the following key features:

**HSEC Forum** The Sustainability Committee (formerly HSE Committee) of the Board provides assurance on HSEC matters across the Group.

**Customer CSG HSEC** Line management has primary responsibility and accountability for HSEC performance.

**HSEC Networks** The HSEC function provides advice and guidance and Site Line advocates leading practices directly, and through a series of HSEC Personnel Management networks across the business. Executive remuneration is directly linked to performance\* Includes the Office of the Chief Executive, Executive Committee and Operating Committee.

**indicators that include health, safety, environment and community targets.** Hierarchy of Systems and Documents Our hierarchy of systems and documents, as illustrated, represents our HSEC management system and other related OTHER KEY POLICIES Company policies and documents.

**AND DOCUMENTS** Charter Central to our business is our Company Charter, which states Guide to Business Conduct our overriding commitment to health, safety, environmental Policy on Independence of Directors Sustainable Enterprise-Wide Risk Management Policy Development responsibility and sustainable development . Employment Principles Policy Supporting the values of our Charter is our Sustainable Closure Standard Investment Process Development Policy. While we strive to deliver strong financial Manual and Standards Crisis and Emergency <sup>COMPANY</sup> returns to shareholders, we fully recognise and deliver on our Management Systems HSEC Management <sup>-WIDE</sup> wider responsibilities to our stakeholders as the Policy states Fatal Risk Control Protocols Standards our objective is to be the company of choice creating Carbon Pricing Protocol Anti-trust Protocols **SYSTEMS** sustainable value for our shareholders, employees, contractors, Records Disposal Manual suppliers, customers, business partners and host communities . Fit for Work/Fit for Life Incident Cause Analysis Procedures, Protocols, Integral to this is our aspirational goal of Zero Harm. Method (ICAM) Guidelines and Toolkits The Guide to Business Conduct applies to our entire workforce regardless of their specific job or location. It provides employees and contractors with direction and advice on conducting <sup>B</sup>Business-based HSEC Management Systems <sup>U</sup>business and interacting with governments, communities and <sup>SIN</sup> business partners. <sup>SY</sup> **ESSYSTEMS** Operational HSEC Procedures <sup>W</sup>The BHP Billiton HSEC Management Standards form the basis for <sup>ID</sup> E the development and application of HSEC management systems at all levels in the Company and represent a key process through Environment - promoting the efficient use of resources, which we drive our contribution to sustainable development. reducing and preventing pollution, and enhancing biodiversity The Standards cover all operational aspects and activities across protection the entire lifecycle of operations that have the potential to affect Community - HSEC, either positively or negatively. The terminology Health, internal community engaging regularly with employees Safety, Environment and Community (or HSEC) has been utilised and contractors throughout the Standards to highlight four key components of external community - engaging regularly with those sustainable development. These are: affected by our operations, including our host communities Health - promoting and improving the health of the human rights - understanding, promoting and upholding Company's workforce and host communities fundamental human rights within BHP Billiton's sphere Safety - ensuring that safety values are not compromised, and of influence providing a workplace where people are able to work without Central to the Management Standards is a requirement for being injured an auditing process to check that our

**Charter, Sustainable Development Policy and Standards are being applied and to verify performance.> GOVERNANCE OUR APPROACH**  
**<http://sustainability.bhpbilliton.com/2005/governance/4>> BHP BILLITON SUSTAINABILITY SUMMARY REPORT 2005**

---

**Our Performance Governance Management System Review Business Conduct** The BHP Billiton HSEC Policy, HSEC Management Standards and The annual Business Conduct report was delivered to the Board HSEC Targets were initially formulated in 2001. At the time we in November 2004. The Board has taken a decision to extend the were one of the first companies in the world to combine health, trial of the external independent helpline system that was put in safety, environment and community matters into one policy and place in October 2003 in southern Africa. The trial provides staff one set of management standards. Over the current reporting with an external free-call phone number to call as an alternative period we reviewed each of these documents. to the internal BHP Billiton Business Conduct Helpline or the fraud hotline. In response to both internal and external requests for greater clarity about our approach to sustainable development, we have There were 103 substantive enquiries to the Business Conduct been working to develop a sustainable development strategy. Helpline and fraud hotline systems in the year to 30 June 2005. This During the year this culminated in a revision of our former HSEC represents a 29 per cent increase from the previous year when 80 Policy to the Sustainable Development Policy. enquires were recorded. This increase in the number of enquiries may The revised Policy has been designed to better articulate be attributed to a greater awareness of the Business Conduct system sustainability in the context of BHP Billiton, maintaining an and processes. Of the total number of enquiries, 82 were to the emphasis on HSEC while clarifying commitment to broader Business Conduct Helpline or email address. sustainability aspects, such as biodiversity, human rights, **Business Conduct and Fraud Hotline**

**Categories of Enquiries 2004/05** ethical business practices and economic contributions. Our HSEC Management Standards were reviewed to ensure that Harassment 6% the Standards remain consistent with national and international Facilitation Payments/Bribery 14% developments and continue to be relevant and appropriate for HSEC 7% the level of HSEC maturity of the organisation. This was Conflict of Interest 11% consistent with a Company requirement for a review to be Human Resources 10% conducted every three years. Fraud 15% In recognition that many of our HSEC Targets were complete or Use of Company Property 9% reaching completion, and in line with the review processes for Gifts and Travel 14% the Policy and Management Standards, the Company-wide HSEC Other 17% Targets were also reviewed. Sites will not be required to work towards the revised targets until the commencement of the financial year 2006/07, thus enabling the effective allocation of resources and budgeting. **Audit and Self Assessment** Ninety-one site audits have been conducted since the audit Protocols are also being revised, and learnings from the first program commenced in September 2001, with 248 BHP Billiton triennial audit cycle are being taken into account in the process. personnel and 20 external auditors involved. With the revision The next cycle of audits to be conducted against the revised of the HSEC Standards this year, the Audit and Self Assessment HSEC Standards will commence in October 2005. As in previous years, operating **Audit and Self Assessment Scores against each of the HSEC Management Standards** sites not audited during the 01/02 02/03 03/04 04/05 Average year were required to undertake 5.0 self assessments against the Standards. The results from 4.5 these 66 self assessments have 4.0 been combined with the audit 3.5 results to give the average level and range of conformance 3.0 for each of the Standards 2.5 presented in the graph. An 2.0 overall conformance of 3.9 out 1.5 of 5 (compared to 3.7 out of 5 for the last reporting period) 1.0 was achieved, against our 0.5 target of full conformance 0.0 (a score of greater than 4 out of 5) with the Standards by Standard 1 Standard 2 Standard 3 Standard 4 Standard 5 Standard 6 Standard 7 Standard 8 Standard 9 Overall 30 June 2005. Standard 10 Standard 11 Standard 12 Standard 13 Standard 14 Standard 15 Conformance >

**GOVERNANCE OUR PERFORMANCE** <http://sustainability.bhpbilliton.com/2005/governance/BHP BILLITON SUSTAINABILITY SUMMARY REPORT 2005 >5>

**Our Performance Health** The health and wellbeing of people are central to the success **Occupational Illnesses** of our business and, accordingly, understanding the potential for health risks and establishing suitable mitigation measures are During the year, 152 new cases of occupational illness were reported throughout the Company, a reduction from 197 last year, resulting integral to the success of our journey towards Zero Harm. in an overall reduction to date of 36 per cent against the baseline Health risks continue to be an area where we are attempting to numbers for 2002/03. The breakdown of these new illnesses is shown reduce potential short and long-term impacts. These health risks in the graph below. The improved figures include a reduction in the are diverse in the areas in which we operate and are not only number of cases of noise-induced hearing loss, which had increased related to work processes. Significant community-based health in the previous year. The 36 per cent reduction in new cases of risks exist in our business, and we continue to contribute to the occupational illness has us currently exceeding the 20 per cent management of these issues on both a local and global basis. reduction target across the Company by June 2007.

**New Illnesses by Type 2004/05**

Type	Percentage
Fit for Work/Fit for Life	57%
Noise-Induced Hearing Loss	28%
Respiratory Disease	10%
Repetitive Trauma (excluding Noise)	5%
Other Illnesses	5%

**Fit for Work/Fit for Life** is a Company-wide initiative that was Noise-Induced Hearing Loss 57% launched during the year to assist our drive towards Zero Harm. The initiative seeks to promote a consistent approach to the All Respiratory Disease 28% management of health issues in the work environment. The initiative recognises that many health issues not only have the Repetitive Trauma (excluding Noise) 10% potential to impact on our safety performance, but also can cause community issues and consequently impact on our ability Other Illnesses 5% to contribute to sustainable development.

**Occupational Exposures Community Health** When compared to the previous period, potential exposures to During the year we progressed our support of the Medicines noise, if not for the use of personal protective equipment (PPE), for Malaria Venture to develop new anti-malarial medication. have decreased by two per cent across the Company from the For the Company, malaria is a significant health issue in southern previous year. For other exposures, when compared to the 2003/04 Mozambique and northern Brazil where our operations are baseline, there has been an increase in the percentage of employees located. The Medicines for Malaria Venture, established through potentially exposed, if not for the use of PPE. We will endeavour to the World Health Organisation, is aimed at providing affordable improve these figures by maintaining a focus on controls to noise anti-malarial drugs for people in disease endemic countries. We exposure that can be implemented. have continued our strong support for the malaria eradication program in southern Africa through our collaboration in an **Percentage of Employees in Potential Exposures\* 2004/05** extensive spraying program. %100 In addition, the study in EKATI (Canada) to limit the spread of tuberculosis (TB) is in the final stages of approval prior to full 80 implementation. In the Northwest Territories of Canada, TB is a significant issue among the Inuit population, which 60 as a consequence has an impact on our EKATI Diamond Mine operation. Our TB program is a screening program aimed at 40 detecting latent TB infection, thereby enabling a course of 20 treatment to reduce the chances of active TB developing and infection of others occurring. 0 We have also progressed a project during the year supporting the development of a new treatment for HIV/AIDS that may be Materials Materials applicable to the African subcontinent. Aluminium Base Metals Carbon Steel Stainless Steel Energy Coal Petroleum Diamonds & BHP Billiton The Company has provided significant funding to develop a Special Products clinical trial on this treatment, which is given as an injectable therapeutic vaccine. We are assisting to recruit others Between Action Levels and Occupational Exposure Limit n > Occupational Exposure Limit organisations to provide further funding and develop the early n > Noise Exposure Limit stages of the clinical trial program.\* If not for the use of PPE.

**HEALTH OUR PERFORMANCE**  
<http://sustainability.bhpbilliton.com/2005/health/6> > BHP BILLITON SUSTAINABILITY SUMMARY REPORT 2005



**Our Performance Safety** The safety of our employees, contractors and the communities in **Near Miss and Significant Incident Reporting** which we operate is an integral part of our business. Our goal is Our improvement strategy has promoted, encouraged and Zero Harm. To this end, we are seeking to create a mindset and recognised high levels of near miss reporting as a positive and an environment where people believe it is possible to work injury healthy indicator of: free - regardless of where they are in the world, what role they shortcomings in the application of our systems and procedures undertake or in which business they work. high safety awareness of potential hazards and risks in Across the organisation we manage our safety through our risk- the workplace based HSEC Management Standards. Our line managers are invaluable free lessons to assist in the prevention of fatalities accountable for the implementation of these Standards and openness, trust and transparency of reporting responsible for ensuring that supporting systems and procedures increased safety maturity. are in place. We are confident that our Standards and associated We have seen a substantial improvement in the reporting of systems are the right ones and have directed our efforts towards near miss incidents across the operations. We believe that the effective and consistent implementation of these across the this increase has been a contributing factor to our improvement organisation. We call this Operating Discipline. in fatality rates. Our analysis of significant incidents indicates that the main areas for improvement are in Surface Mobile **Fatalities at our Equipment and Isolation. Controlled Operations** Despite a significant improvement in our **2001/02 to 2004/05** overall safety efforts, we are saddened to **Fatal Risk Control Protocols** 20 report that three fatal incidents occurred The due date for the implementation of the requirements of during the reporting period as part of 16 the Fatal Risk Control Protocols (FRCPs) coincided with the our controlled activities, compared to 17 in the previous period. Each of end of our financial year. The FRCPs have been successfully 12 implemented across the organisation, as determined by our these incidents has been thoroughly investigated, utilising our Incident Cause 8 self assessment tool. and Analysis Methodology (ICAM), with Number of fatalities In line with our goal to operate excellently, the requirements of lessons learned being shared across 4 the FRCPs are continually reviewed and improved. In January the organisation. 2005, Issue 2 of the FRCPs was released with a new protocol 0 on lifting operations. This followed feedback from regional 01/02 02/03 03/04 04/05 workshops within our operations that highlighted gaps in the Contractors first issue of the Protocols. Implementation of Protocol 10 -Employees Lifting Operations, which was introduced during the reporting year, is required by July 2006. **Classified Injury Frequency Rate Classified Injury** In addition, our operations requested assistance to ensure A classified injury is any workplace injury **Frequency Rate 2001/02** alignment with the requirements of these FRCPs. Based on **to 2004/05** that results in the person not returning the success of having a dedicated facilitator for the Light Vehicle to their unrestricted normal duties after FRCP, a FRCP facilitator was appointed for each of the 10 FRCPs, 8 the day on which the injury was received. as well as an additional facilitator for the Isolation FRCP in The Classified Injury Frequency Rate 6 South America. (CIFR) is the number of classified injuries per million work hours. **Leadership our Operating Discipline** The results of the various HSEC 4 initiatives, together with efforts and The Operating Discipline initiative was introduced to focus on initiatives by each operation, have the responsibilities and accountabilities of line management 2 resulted in a 42 per cent reduction in with regards to turning our policies and standards into practice. CIFR against the baseline year 2001/02, The following were initiated during the reporting period: in line with our target of a 50 per cent Classified injuries per million hours 0 Asset Leader Reviews were undertaken across a representative reduction by 30 June 2007. 01/02 02/03 03/04 04/05 sample of our operations to identify desirable HSEC leadership attributes for line managers. Regional Training Leaders, located in Australia, South Africa and South America, were appointed to ensure that there is a coordinated approach to the delivery of HSEC focused training programs across the organisation. New performance scorecard components were introduced for line managers, focusing on regular communications, near miss reporting and the completion of action items associated with incident close outs. > **SAFETY OUR PERFORMANCE** <http://sustainability.bhpbilliton.com/2005/safety/BHP BILLITON>



**Our Performance Environment** Our objectives for environmental management are outlined in our **Water Sustainable Development Policy**, which states that we will: Total fresh water consumption amounted to 153 170 megalitres, strive to achieve leading industry practice similar to the 153 020 megalitres reported in the previous meet or, where less stringent than our standards, exceed reporting period. Our Stainless Steel Materials and Carbon Steel applicable legal and other requirements Materials CSGs continued to be the major consumers of fresh set and achieve targets that include promoting the efficient water. Initiatives to reduce fresh water consumption were use of resources and reducing and preventing pollution wide-ranging, including improved metering, water balance enhance biodiversity protection and assess and consider assessments, increased recycling and reuse of mine water ecological values and land use aspects in our decisions. and grey water, increased use of storm water inputs, and implementing training and awareness programs.

**Environmental Incidents** During the year our fresh water intensity<sup>1</sup> **Fresh Water Intensity** During the reporting period, three significant environmental decreased; however, there is still an **Index 2001/02 to 2004/05** incidents relating to our Ingwe Coal operations in South Africa overall increase to date of five per cent triggered our significant incident reporting criteria. These all against the 2001/02 baseline. This 116 related to water releases from these operations. As a result compares to our target of a 10 per cent<sup>112</sup> of these incidents and several less significant water-related reduction in fresh water intensity by 108 incidents over the past year at our Ingwe Coal operations, an 30 June 2007.<sup>104</sup> independent water storage and risk review was undertaken.<sup>100</sup> Included in the review were both Ingwe operating and closed<sup>96</sup> mines. The review examined water exposure risks, whether adequate facilities and controls (operating procedures) are in 92 place, whether existing controls are adhered to and regularly 88 reviewed, and whether the corrective actions identified by the 84 incident investigations are on track to be completed. The results 01/02 02/03 03/04 04/05 of this review are being implemented across Ingwe.

**Closure Standard Update Emissions** BHP Billiton officially adopted our Closure Standard during the Central to our commitment to Zero Harm to the environment reporting period. Under the Closure Standard, each asset will be is our focus on reducing and preventing pollution. required to review existing closure plans and make adjustments **Greenhouse Gases** in order to align with the requirements of the Closure Standard. We achieved our target for all sites with greenhouse gas emissions This review will occur over the next two years and will include a greater than 100 000 tonnes of carbon dioxide equivalent per rigorous assessment of site-specific closure risks, identification annum to have greenhouse gas management programs. of risk management actions and development of reasonable and accurate closure cost estimates. The greenhouse gas intensity index<sup>1</sup> is **Greenhouse Gas to 2004/05 Biodiversity** our greenhouse gas intensity index for 102 We recognise that biodiversity is a critical aspect of environmental the past four years. During the year our 100 management. Over the reporting period, 16 sites contributed to greenhouse gas intensity reduced, 98 biodiversity-related research and development, with expenditure resulting in an overall reduction of our 96 totalling US\$1.04 million. In addition, 40 sites reported engaging intensity index to date of 10 per cent 94 in biodiversity-related activities, excluding ongoing rehabilitation. against the baseline. Our performance 92 is significant ly ahead of schedule to 90

**Resource Use** achieve our greenhouse gas target 88 of an aggregate Group reduction in 86 Our energy, water, waste and land targets are focused upon greenhouse gas emissions per unit 84 driving initiatives that promote the efficient use of resources. of production of five per cent by 01/02 02/03 **Energy** 30 June 2007. 03/04 04/05 Our energy consumption decreased from 327 petajoules in the previous reporting period to 309 petajoules. The decrease in <sup>1</sup> The intensity index has been developed as a Company-wide performance energy consumption was mainly due to the cessation of indicator on environmental parameters, such as energy use, greenhouse production at our Boodarie Iron operation in Western Australia. gas emissions and fresh water consumption. The index concept allows performance from different business groups or sites, all of which may have different operating conditions and product mixes, to be added together to form an overall indicator per unit of production. The baseline year for the intensity indices is BHP Billiton s Fiscal Year 2001/02 and, as such, has a value of 100 for that year.>

**ENVIRONMENT - OUR PERFORMANCE** <http://sustainability.bhpbilliton.com/2005/environment/8>>  
BHP BILLITON SUSTAINABILITY SUMMARY REPORT 2005

---

**Our Performance – Community** The importance of establishing good relations with host communities continues to grow, particularly in countries where it operates. During 2004/05, our voluntary contributions external factors outside the Company's control have the potential to impact on our operations. cash, in-kind support and administration costs. This equates to 1.0 per cent of pre-tax profit (three-year rolling average), our interactions with communities also adds a further layer which meets our target of one per cent. This compares to of complexity, which presents ongoing challenges. contributions of US\$46.5 million, or 1.3 per cent of pre-tax profit over our last reporting period. Although this percentage businesses continues to expand to ensure communities are has decreased from 1.3 per cent in the last reporting period, informed about our operations, have the opportunity to express the actual value of this investment is a significant increase their views and opinions, and engage in decision-making in from the previous amount of US\$46.5 million, due to the aspects of our business that relate to them. increased Company profit. For 2005/06 onwards, the method of calculating our voluntary **Community Relations** contribution target will change from using the average Our HSEC Management Standard 7 forms the basis of our pre-tax profit of the current financial year and previous approach to communication, consultation and participation two years to the average from the previous three years. with stakeholders. The intent is Effective, transparent and This allows for the target value for our contributions to be open communication and consultation is maintained with known at the start of the Company's annual budgeting cycle, stakeholders associated with BHP Billiton activities. Stakeholders improving our ability to plan and monitor progress against are encouraged to participate in and contribute to sustainable this target. development through HSEC performance improvement initiatives .

**Community Contributions by Geographic Region 2004/05** In line with our HSEC Target, 98 per cent of sites required to South America 30% have community relations plans have operational plans in place Africa 27% or were covered by a regional plan developed by the business Australia and Asia 32% group. This is the same result as for the last reporting period, Europe (inc UK) 2% with one site yet to formalise its community relations plan. North America 9% Following the review of the HSEC Management Standards, the requirement for community relations plans has now become an integral requirement of HSEC Management Standard 7

**Community Contributions by Program Category 2004/05** moving forward. Environment 4% Health 11% We continue to look for opportunities to build the capacity of Arts 4% the community relations profession. A pilot training course targeting community development techniques was run in Chile Sport and Recreation 5% in February 2005. The course was formulated and delivered by Education 22% Oxfam Australia. Community Welfare 40% Other 14%

**Community Contributions** In 2004/05, the Employee Matched Giving Program operated in **Human Rights** South Africa, the United Kingdom, Canada and Australia. During A Human Rights Self Assessment toolkit is used by sites to assist the year, the Program was rolled out to a number of new sites, them in appraising their potential exposure to human rights including all Iron Ore operations in Western Australia and the issues. Use of the toolkit is consistent with the Company's target London and Melbourne Corporate offices. During 2004/05, of ensuring there are no transgressions of the principles BHP Billiton contributed US\$358 000 to over 400 not-for-profit contained within the UN Universal Declaration of Human Rights. organisations to match its employees' cash, volunteering and fundraising activities. Thirty-five sites (or 40 per cent) have reported that they have completed the Human Rights Self Assessment. We continue to In addition to the formal Matched Giving Program, the Company recognise that this is a key area requiring improvement, and the also offered to match contributions made by any employee in toolkit has been reviewed to determine how better to integrate response to the Asian tsunami and earthquake disaster in it with our risk management processes. A stakeholder dialogue January 2005. Overall, the total amount contributed by our forum was conducted to test whether this was an effective way employees was US\$444 100. This was in addition to the forward. The outcome was resoundingly positive, and we have US\$1 021 100 contributed by the Company, resulting in an since drafted a revised self assessment that we will trial in

the overall contribution of US\$1 465 200 for tsunami relief efforts. coming year.> **COMMUNITY OUR  
PERFORMANCE** <http://sustainability.bhpbilliton.com/2005/community/BHP BILLITON>  
SUSTAINABILITY SUMMARY REPORT 2005 > **9**

---

**Our Performance Socio-Economic** The socio-economic aspects of our operations relate to how we manage our people and contribute to the economies within which we operate. Our priorities are: ·our relationships with our employees and contractors; development of our leaders; diversity, including indigenous employment; training; remuneration and other benefits of our employees ·our economic contribution to society: the payments we make to governments, including taxes and royalties, and the added value we provide as a result of our operations and their broader contributions through aspects such as payments to suppliers and employees. **Employee Relations**

Employee relations at BHP Billiton is the responsibility of local and business unit management. Each business is required to: ·implement employment arrangements that deliver outcomes consistent with the BHP Billiton Charter, Sustainable Development Policy and Guide to Business Conduct ·build open and productive relationships with employees and provide processes to address workplace issues in an equitable manner ·ensure that employees have the opportunity to develop skills that allow them to contribute to business success, and are recognised and rewarded for those results ·support fundamental human rights and freedom of association and ensure legal requirements governing employment are fully met ·respect local legislative requirements and other local standards and circumstances. **Employee Profile** During the year, the average number of permanent employees across the Company (including our owned and operated facilities as well as our share of unincorporated joint ventures) was around 36 470 compared to 35 070 reported in the previous period. This does not include approximately 3000 employees who have joined our Company as a result of the WMC acquisition. **Regional Geographic Breakdown of Total Number of Employees 2004/05** South Africa 45%

[Graphic Appears Here] Rest of World 1% Australia and Asia 29% Europe (inc UK) 2% North America 7% South America 16% **Diversity** Approximately seven per cent of our Company's management are women. In the year ending 30 June 2005, about 12 per cent of full-time employees at operated sites and offices were women. There were significant regional differences, with women representing about 9 per cent of full-time employees in Africa, 11 per cent in Australia, 18 per cent in North America and 7 per cent in South America. While there are currently no female members of the Board, the Company Secretary is a woman, as is the President of Gas and Power. The Company has identified some specific sites and countries where diversity issues are particularly sensitive. Examples of ongoing policies or programs undertaken to address employment diversity issues include employment equity in South Africa, which ultimately aims to achieve representation at all levels in our businesses consistent with the demographic profile of South Africa, and targeted indigenous employment programs in the Pilbara region of Australia (Iron Ore), the Northwest Territories in Canada (EKATI), and New Mexico in the United States (New Mexico Coal). **Supply** Our approach is to use local suppliers wherever possible. Over the reporting period, our distribution of spend with international suppliers reduced from 26 per cent in the previous year to 19 per cent in the current year, while distribution of spend with both local and national suppliers was at 27 per cent and 54 per cent respectively. **Distribution of Supply Spend 2004/05** International 19% Local 27% National 54% **Value Add** Value add, consistent with the definition used by the Global Reporting Initiative, is total revenues less total cost of procurement. We expand on this definition by incorporating additional allocated expenditures such as those allocated to tax payments, employee payments, community contributions and shareholder dividends. Globally, in 2004/05 the Company spent in the order of US\$16 billion sustaining its businesses. The breakdown of this amount by category is presented in the chart. Expenditure by region is presented in our Full Sustainability Report.

**Total Allocated Expenditure by Category 2004/05 (US\$ million)** Shareholder Dividends 1423 [Graphic Appears Here] Community Contributions 57.4 Income Tax, Resource Rent Tax and Royalties 2784 Employee Payments, Goods and Services 11 663 >**SOCIO-ECONOMIC OUR PERFORMANCE** <http://sustainability.bhpbilliton.com/2005/socio-economic/>

10 > BHP BILLITON SUSTAINABILITY SUMMARY REPORT 2005

·The Worsley Alumina Air Emissions Impact Assessment Project ·Land rehabilitation programs at Cerrejón and Mt Arthur Coal show the value of mine closure planning ·Middelburg Mine implements corrective action plan following spillage into the Spookspruit River ·Worsley Alumina reduces its greenhouse gas emissions ·Recognising and managing the impacts of our operations on biodiversity values ·Managing dust suppression issues at our operations Community ·Integrated Mine Planning Process gives stakeholders a say in underground coal mining decisions in the Illawarra ·Community engagement program facilitates oil field developments in the environmentally and socially sensitive Exmouth Sub-basin · Tintaya resolves to restore community consultative processes following violent protest · As it recovers from a major earthquake, Cerro Colorado prioritises aid to neighbouring communities · Learning to look through the eyes of others ·The Pilbara LNG site selection study uses community engagement to identify a site of low environmental and social sensitivity ·Consultation the key to positive community engagement in the Angostura oil and gas project in Trinidad and Tobago · Kalahari Diamonds utilises broad media mix to communicate with community and other stakeholders · PNG Sustainable Development Program continues to perform well · Cerrejón continues to make good progress with its community relations programs · Consultation program aims to foster community understanding of Cabrillo Port project · Tsunami tragedy touches the hearts of our employees Socio-Economic Black Economic Empowerment Procurement Policy implemented across our sites in southern Africa ·Escondida program supports the development of local suppliers ·EKATI training program promotes sustainable new careers in the emerging Canadian underground diamond mining industry · Mozal a model for integrating sustainability into resource projects · Relationship building is key to managing socio-economic impacts of the Ravensthorpe Nickel Project · Business conduct and the supply relationship >CASE STUDY INDEX PAGE

<http://sustainability.bhpbilliton.com/2005/casestudies/>

BHP BILLITON SUSTAINABILITY SUMMARY REPORT 2005 > 11

---



Policy in Action Case Studies continued Aluminium CSG implements comprehensive occupational health management strategy < Lung function testing at Mozal, Mozambique [Graphic Appears Here] Within our Aluminium Customer Sector Group (CSG), there are a number of health risks associated with the industry that must be controlled in order to ensure the health and safety of our workforce. To improve the identification and management of these risks in a comprehensive and systematic manner, an occupational health management program is being implemented. The key factor is promoting an environment that contributes to our employees and contractors being fit for work and fit for life. Our objectives are to adopt common standards for exposure assessment and medical evaluation; establish a baseline health risk profile; implement internationally referenced standards and methodologies; implement a strategy to minimise health and business risk; and establish a review process to ensure continuous improvement. As respiratory health issues are known to be associated with exposure to irritants in smelting, particular focus was given to this aspect during the initial phase. Progress to date includes increased awareness of respiratory health responsibilities; development and implementation of a standard protocol for respiratory health management; a peer review of the program protocol by international experts; an independent audit of the quality of lung capacity measurement practices; and a review of the respiratory protection program to allow improvement plans to be developed, which are currently being implemented. The next steps are to develop standard protocols for key health processes; progress implementation of the program; develop pitch exposure risk profiles, implement control strategies and investigate medical surveillance requirements; implement a medical screening process for contractors and develop contractor exposure profiles; continue to focus on the prevention of hearing loss by limiting noise exposure; and implement a strategy for injury case management and rehabilitation. We aim to assure the sustainability of the program through ongoing risk management, occupational health professional networking, and effective management and resourcing of the tasks within the program. [Graphic Appears Here] The BHP Billiton Fatal Risk Control Protocols (FRCPs) have been re-released with improvements, and a team of FRCP facilitators has been appointed to assist sites with their implementation. Their effective implementation forms an integral part of our safety strategy and the elimination of fatalities from our operations. In 2004, workshops were held in South Africa, South America and Australia to review the initial version of the FRCPs with the aim of improving their usability and ensuring the areas of risk were being appropriately addressed. Recommendations led to the document wording being refined and the development of an additional FRCP on Lifting Operations. There are now ten Protocols, and the team of FRCP facilitators, each of whom is an expert in one of the ten key risk areas, is available to assist sites globally with their implementation. A toolbox of communications materials is also available to support the re-release. Since the introduction of the FRCPs, a number of incidents have demonstrated the potential of the Protocols to help avoid fatalities, including: 12 Optimum Colliery, South Africa a bulldozer slid down an embankment and overturned. The protection afforded by the rollover safety frame and correct use of a three-point safety belt helped save the operator's life. ·BHP Billiton Maatschappij, Suriname a pick-up collided with a barricade and flipped onto its roof. The driver was saved from injury or death by wearing his safety belt correctly. ·Escondida copper mine, Chile a contractor who fell from a work platform was saved from injury or death by his safety harness, which kept him suspended in the air. Each of our sites is required to achieve implementation of the additional requirements introduced in Issue 2 of the FRCPs by 30 June 2006. > BHP BILLITON SUSTAINABILITY SUMMARY REPORT 2005

---

[Graphic Appears Here] The use of water resources is of increasing importance. All sites with fresh water consumption greater than 500 megalitres have water management plans that require them to identify water sources, water consumption and opportunities to reduce water usage. In addition, we have set an aggregate Group target of 10 per cent reduction in fresh water consumption per unit of production by 30 June 2007. To help achieve these targets, many initiatives have been implemented. Carbon Steel Materials, South Walker Creek coal mine, Queensland, Australia Through the mine's water conservation program, usage from its borefield supply source has been reduced from over 120 megalitres per month to less than 40 megalitres. The program is ongoing, with further investigation of on-site groundwater use. Base Metals, Antamina, Peru, South America Excess water from our operations has been used to transform 170 hectares of desert into a thriving plantation that includes threatened native tree species and is a shelter for birds, reptiles and mammals. The project has a potential life of another 18 years until Antamina's closure plan is implemented. Aluminium, Boddington bauxite mine, Western Australia In 2003, Boddington implemented water conservation strategies with the aim of demonstrating a measurable reduction in water consumption per unit of production within 12 months. Consumption fell from 34.5 litres per tonne of aluminium produced to 31.43 litres, a 9 per cent reduction. The focus is now on cutting usage even further. Energy Coal, Cerrejón, Colombia, South America In 1999, 1.2 million cubic metres of stored water became acidified, resulting in a low pH that was outside discharge standards. Any spill could cause environmental harm. A pervious anaerobic filter was developed with limestone as the treatment medium. Over the next three years, the filter solution allowed the reuse of all the acid water. [Graphic Appears Here] When we began developing the Angostura oil and gas operation in the Mayaro/Guayaguayare region of Trinidad and Tobago, there was a sense of frustration in the local community as they felt the returns to the community from the energy sector had traditionally been too small. By consulting with the community to understand and address their needs and by initiating programs that help build local capabilities, strong relationships are being developed. The Mayaro/Guayaguayare region has historically been economically and socially marginalised. Though much of the country's petroleum wealth is derived from the area, its economy and basic infrastructure are weak. There is widespread poverty, high unemployment and low academic performance. To earn the trust and respect of the community, we began by conducting bi-weekly meetings with community leaders. We also invited our subcontractors to answer questions, resolve issues and discuss employment needs. These meetings commenced during the construction phase of the project and continued for 20 consecutive months. The outcomes of the process have been significant. A commitment to local employment has led to an average of 60 per cent of our workforce being comprised of people from the area. During the peak labour period, the project hired 795 local people. To build local capacity and help raise the quality of life in the region, more than 61 community projects have been implemented, all based on local needs. Through this approach, our broad aims are to maximise local involvement in the Angostura operation, to help establish partnerships and other collaborations between international suppliers and resident organisations to support infrastructure development, and to enhance opportunities for local enterprises.

BHP BILLITON SUSTAINABILITY SUMMARY REPORT 2005 > 13

---

Policy in Action Case Studies continued

[Graphic Appears Here] The Mozal aluminium smelter project in the Maputo province of southern Mozambique stands as a model for realising a sustainable long-term investment based on sound business principles that encompass the recognition and effective management of social and environmental responsibilities. The joint venture project was the country's largest ever private investment. The first aluminium was cast in June 2000, and the first ingots were exported later that year. In August 2003, an expansion project to double production capacity was completed. From its earliest days, the project presented a number of significant challenges. The country was poor and hampered by fragile institutional structures. There were limited numbers of people with the training and skills required. Malaria and HIV/AIDS were prevalent. Infrastructure was poorly developed and there was limited local capacity to meet project needs. With the motto 'Together we make a difference' a wide-ranging program of health, safety, environment, community and socio-economic initiatives was put in place. Initiatives include:

- setting up programs focused on significant community matters, such as malaria prevention, HIV/AIDS, and maternal and child health
- the creation of the Mozal Community Development Trust (MCDT) to facilitate projects and programs to improve the quality of life of the surrounding communities. To date, some 200 projects have been initiated by the MCDT, with expenditure exceeding US\$10 million
- improving educational facilities in the region by providing funding towards the building of the first secondary educational facility in the vicinity of the mine; constructing a new primary school and supporting the training of teachers
- establishing various training programs and facilities to maximise the number of nationals in the workforce. Currently 93 per cent of the 1105 permanent staff is Mozambican
- developing a residential area within the vicinity of the smelter
- assisting local Small and Medium Enterprises to successfully compete for work and succeed in executing contracts without compromising Mozal's HSEC principles, schedule or quality objectives.

The commitment to ensure the sustainability of the business and its host communities has delivered significant achievements. Both project implementation phases were completed well under budget and ahead of schedule. Following good HSEC performance during phase 1, considerably better performance was recorded during phase 2 and the commencement of operations. Harmonious industrial relations are exemplified by the 16 million work hour phase 2 construction period, when no days were lost due to industrial action. Operational performance has exceeded design and is running at benchmark levels. The region and the country have benefited from needs-based infrastructure, social and community upliftment projects. Students enjoy improved educational facilities at the Beluluane Primary School [Graphic Appears Here] As part of its small business development, Mozal supports a local chicken raising enterprise. The Mozal experience demonstrates that, when establishing a major resource project, it makes good business sense to invest not only in the venture but also in the host community. Primary business objectives do not have to be sacrificed. Risks can be mitigated through the collective efforts of the business, community, governments and their instrumentalities.

14 > BHP BILLITON SUSTAINABILITY SUMMARY REPORT 2005

---

Our Resources at Work Customer Sector Petroleum Aluminium Base Metals Carbon Steel Materials Diamonds and Specialty Energy Coal Stainless Steel Materials Group Products Commodity OIL AND ALUMINIUM COPPER GOLD LEAD SILVER URANIUM \* ZINC MANGANESE IRON ORE COKING COAL DIAMONDS TITANIUM THERMAL CHROME NICKEL COBALT NATURAL GAS COAL Fuel, heating, High-tension Wire and cables, Lead-acid Electricity Zinc carbon Dry cell Electricity Electricity Rechargeable electricity power lines, electrical wiring storage generation batteries batteries generation, generation lithium batteries generation wires and cables in buildings, batteries (car heating turbines, for mobile electrical batteries), batteries telephones generators and remote area and laptop motors power storage computers, jet Energy engine turbines Carpets, paints, Door and Electrical wiring, Gold leaf for Roofing, Solder Roofing, fences, Steelmaking, Diamond grit Pigment for Treated timbers, Street furniture, Tyre adhesives, plastics window frames, plumbing pipes decoration plumbing, doors, handles, buildings, and powder paints, fabric, street furniture, building magnets, wall cladding, and tanks, soundproofing, paints, bridges, tools, impregnated plastics, paper building cladding, carbide cutting roofing, roofing, light stained glass plumbing, nuts cranes rock drilling bits, cladding, stainless steel tools awnings fixtures, treated windows and bolts masonry drilling, stainless steel timbers machine tool tips and cutting Construction discs Electricity Propellers, body Wires and Electronics for Lead foil, Photographic Electricity Galvanising Steel alloys Steelmaking, Steelmaking Polishing Titanium metal Electricity Pigments for Computer hard Paints, enamels, generation, sheet (for ships, cables, computers, radiation paper and film, generation and corrosion transport compounds for for aerospace generation, paints, food disks, surgical glazes transport, aeroplanes, electrical wiring industrial shields, toxic medicines, protection, equipment, fine optical equipment, heating, cement and beverage implements and furnace fuel vehicles), in building equipment, waste storage super car bodies, motor vehicles, surfaces, jewel engines, equipment, implants, jet gearboxes, and vehicles, aerospace containers, conductors carburetors, farm machinery bearings, wire abrasives, vehicles engines, food motor parts, robotics, technology, dyes, solder tyres drawing dies ceramics, and beverage Industry wires, cables, air conditioning tinted-glass robotics equipment, packaging and windows pharmaceutical refrigeration equipment, units, scientific vehicles, metal instruments hardening Plastic Components for Electrical Electronic Electronic and Door handles Refrigerators, Knife Paper products, Electrical Colour TV tubes, Videotape components, TV sets, radios, appliances, technology electrical and other washing sharpeners computer and appliances kitchen sinks, coatings, packaging refrigerators telephone appliances such household machines, ovens TV screens white goods heating and cables, as radios and TV components, elements on air conditioners microwave sets (soldered brass fittings electric stoves equipment, connections) radio and TV Household appliances sets Electricity, fuel Beverage cans, Ornaments, Jewellery, Computers, Jewellery, Electricity Medications, Glass, ceramics, Food cans, Jewellery Cosmetics and Electricity, fuel Bathroom and Kitchen utensils, for vehicles, fuel bottle tops, foil telephones, watches, lead light watches, zinc cream, TV dry cell batteries vehicles, tools, sunscreens, for cooking and kitchen fittings coins, mobile for cooking and wrap, foil semi-cooking currency, windows, glass dinnerware and sets, computer cutlery, fabric, clothing, heating telephones, heating, rigid containers, utensils, home dentistry, in TV and ornaments, parts, toys jewellery, jewellery, heart bathroom and clothing fabric, kettles and heating decoration for computer mirrors, cutlery, watches pacemakers, hip kitchen fittings plastic toys, saucepans, systems, dinnerware and screens for currency, replacements, and fixtures pens cutlery, tennis decorative ornaments radiation medallions food colouring Personal user acquets, softball applications, protection bats, indoor and coins outdoor furniture, bicycles, vehicles \* Safeguards are in place to ensure that uranium produced by our Olympic Dam operation is used only for power generation in countries that are signatories to the Nuclear Non-Proliferation Treaty and have bilateral agreements with the Australian Government. BHP BILLITON SUSTAINABILITY SUMMARY REPORT 2005 > 15

BHP Billiton Locations Map 6262 8 26 71 25 37 68 34 75 44 Offices 40 39 50 Petroleum 18 51 Aluminium 4758 497 Base Metals 48 41 Carbon Steel Materials Diamonds and Specialty Products Energy Coal 9 Stainless Steel Materials Offices Ref Country Location© Corporate Centres

1 Australia Adelaide © 1 Marketing Offices 2 Australia Brisbane Iss Minerals Exploration 3 Australia Melbourne Offices (Global Headquarters) © Is n n Technology Centres 4 Australia Newcastle n 5 Australia Perth © Is n 6 Belgium Antwerp 1 7 Brazil Rio de Janeiro Is 8 Canada Vancouver s 9 Chile Santiago © Is 10 China Beijing Is n 11 China Shanghai 1 12 Germany Essen 1 13 India New Delhi Is 14 Indonesia Jakarta 1 15 Japan Tokyo 1 16 Korea Seoul 1 17 Netherlands The Hague 1 18 Peru Lima s 19 Russia Moscow Is 20 Singapore Singapore 1 21 South Africa Johannesburg © Is n 22 Switzerland Baar 1 23 UK London © 24 UK Sheffield 1 25 US Houston © 1 26 US Pittsburgh 1 [Graphic Appears Here] 33 13 21 70 42 64 59 43 63 Petroleum Ref Country Site/Asset Description Ownership 27 Algeria Ohanet Joint operator with Sonatrach 45% of wet gas development 28 Algeria ROD Integrated Onshore oil development 36.04% Development 29 Australia Bass Strait The Bass Strait operations produce oil, 50% condensate, LPG, natural gas and ethane 30 Australia Griffin Operator of oil and gas project offshore WA 45% 31 Australia Minerva Operator of Minerva gas field development in the Otway Basin 90% 32 Australia North West One of Australia's largest 8.33 16.67% Shelf resource projects, producing liquids, LNG and domestic gas 33 Pakistan Zamzama Operator of onshore gas development 38.5% 34 Trinidad Angostura Operator of oil field and Tobago 45% 35 UK Bruce/Keith Oil and gas production in the 16 31.83% UK North Sea 36 UK Liverpool Bay Operator of oil and gas development 46.1% in the Irish Sea 37 US Gulf of Mexico Interests in several producing assets, 4.95 100% the Atlantis and Neptune developments, and a significant exploration acreage position Various Exploration Exploration interests in Algeria, Australia, Brazil, Brunei, Maritime Canada, Pakistan, South Africa, Trinidad and Tobago, UK, US 10 16 15 11 20 69 14 53 32 52 61 73 30 45 57 55 67 72 46 65 2 5 74 66 4 38 15 4 3 60 31 29 56 Aluminium Ref Country Site/Asset Description Ownership 38 Australia Worsley Integrated alumina refinery/ 86% bauxite mine 39 Brazil Alumar Alumina refinery and aluminium smelter 36 46.3% 40 Brazil MRN Bauxite mine 14.8% 41 Brazil Valesul Aluminio Aluminium smelter 45.5% 42 Mozambique Mozal Aluminium smelter 47.1% 43 South Africa Hillside/Bayside Two aluminium smelters 100% 44 Suriname Paranam Alumina refinery and bauxite mines 45% Base Metals Ref Country Site/Asset Description Ownership 45 Australia Cannington Silver, lead and zinc mine in 100% northwest Queensland 46 Australia Olympic Dam Large underground copper/uranium 100% mine in South Australia 47 Chile Cerro Colorado Copper mine in northern Chile, 100% producing cathode copper through a SXEW leach operation 48 Chile Escondida The world's largest copper 57.5% mine, located in northern Chile 49 Chile Spence Open cut copper mine under development 100% 50 Peru Antamina Large copper/zinc mine 33.75% 51 Peru Tintaya Produces copper concentrate and 99.95% copper cathode within the Skarn Belt of southeastern Peru Carbon Steel Materials Ref Country Site/Asset Description Ownership 52 Australia Boodarie Hot briquetted iron plant 100% Iron (permanently closed 24 August 2005) 53 Australia GEMCO Producer of manganese ore 60% 54 Australia Illawarra Three underground coal mines 100% Coal 55 Australia Queensland World's largest supplier of 50 80% Coal high quality metallurgical coal for steel production 56 Australia TEMCO Producer of manganese alloys 1 60% 57 Australia WA Iron Ore Pilbara iron ore mine, rail and port 85 100% operations 58 Brazil Samarco An efficient low cost producer of iron 50% ore pellets 59 South Africa Samancor Integrated producer of manganese 60% Manganese alloys and ferroalloys Diamonds and Specialty Products Ref Country Site/Asset Description Ownership 60 Australia Melbourne Hi Fert head office 33.3% 61 Australia Southern Mt Isa sulphuric acid manufacture and 100% Cross Phosphate Hill phosphate mine and Fertilisers plant (formerly known as Queensland Fertilizer Operations) 62 Canada Yellowknife EKATI diamond mine in the 80% Northwest Territories of Canada 63 South Africa Richards Bay World's largest producer of titanium slag 1 50% Minerals 64 Mozambique Corridor Sands Titanium minerals project s 90% Minerals Exploration Offices and Technology Centres are managed by Diamonds and Specialty Products and are shown under the Offices section. Energy Coal Ref Country Site/Asset Description Ownership 65 Australia Hunter Valley Mt Arthur Coal 100% Energy Coal 66

AustraliaIllawarra CoalMarketing agent for energy coal output 67 AustraliaQueensland Coal Marketing agent for energy coal output 68 Colombia CerrejónLargest coal producer in Colombia33.3% 69 IndonesiaPT ArutminExclusive agent for coal output 70 South Africa Ingwe Largest coal producer in South Africa 100% 71 US New Mexico Coal Minemouth operations 100% Stainless Steel Materials Ref Country Site/AssetDescriptionOwnership 72 AustraliaNickel West Nickel assets including Mt Keith and100% Leinster operations, Kalgoorlie nickel smelter, Kwinana nickel refinery, Kambalda concentrator 73 AustraliaQNI YabuluThe Yabulu refinery is one of the world s 100% Refinerymajor laterite nickelcobalt processing plants 74 AustraliaRavensthorpeRavensthorpe nickel mine and processing 100% Nickel Projectfacility (currently in development) 75 Colombia Cerro MatosoIntegrated ferronickel mining and99.8% smelting complex in north Colombia 16 > BHP BILLITON SUSTAINABILITY SUMMARY REPORT 2005

---

Recognition External Recognition ·Company of the Year 2005 UK Business in the Community Awards  
 ·Runner up, Best Sustainability Reporting 2004 Association of Certified Chartered Accountants  
 (ACCA) Australia and New Zealand · Environmental Reporting Award 2005 Australasian Reporting  
 Awards · Top 20 Ranking The Global Reporters 2004 Survey of Corporate Sustainability Reporting ·  
 Dow Jones Sustainability Indices Sustainability Leader in the Mining Sector [Graphic Appears Here]  
 BHP Billiton Employee HSEC Awards

The BHP Billiton Employee HSEC Awards encourage and recognise those employees and their teams who openly embody the values expressed in our Charter and go beyond what is required in their day-to-day jobs to care for their fellow employees, the community and the environment. The finalists in this year's Awards are presented below. The excellence, highly commended and merit award recipients will be listed in our Full Sustainability Report following their announcement at the Awards presentation to take place on 23 November 2005. Individual Excellence Award Short-listed Nominees To be personally selected by the Chair of the Judging Panel, The Rt Hon Sir Ninian Stephen Emmanuel Dube Alcido Mousse Ed Pinceratto David Ritchie Arturo Gerardo Uribe Aguilera Aluminium, Bayside Aluminium Aluminium, Mozal, Petroleum, Bass Strait Asset, Diamonds and Specialty Base Metals, Minera Escondida, Smelter, South Africa Mozambique Australia Products, EKATI Diamond Mine, Chile Canada Award Finalists (all finalists are team representatives) Health Safety Baby Teeth Program Valve Lifting Frame Project (Larissa Pinto Barbosa)(Mike Borchardt) Carbon Steel Materials, Samarco Aluminium, Worsley Alumina, Mineração, Brazil Western Australia Mozal HIV/AIDS Program Berth Warning System (Eliseu Canuma)(Scott Carson) Aluminium, Mozal, Mozambique Carbon Steel Materials, BMA Coal Your Health Matters Wellness Hay Point Services, Australia Program (Dale Bradford) HEART: Hillsiders Eliminating Petroleum, Glomar CR Luigs Offshore Accidents and Risks Together Drill Ship, Worldwide Drilling, (Yogen Chetty) Louisiana, USA Aluminium, Hillside Aluminium Smelter, Worsley Waist Reduction Program South Africa (Noelle Emmett) Dragline Tub High Voltage Cable Aluminium, Worsley Alumina, Plug Innovation Project Western Australia (Jeff Clifton) Development Capital Projects Health Carbon Steel Materials, BMA Coal and Wellness Program (Keith Griffin) Blackwater Mine, Australia Aluminium, Worsley Alumina, Load Haul Dump Operators Western Australia Cabin Project (Noel Harden) Wagon Vibrator Program Carbon Steel Materials, Illawarra Coal, (Ash Goodwin) Australia Carbon Steel Materials, BMA Coal Electronic Permit System Project Hay Point Services, Australia (Steynberg van Rensburg) Respiratory Health Management Carbon Steel Materials, Metalloys Program (Linda Kissane) Meyerton, South Africa Aluminium, Aluminium Southern Africa, Ohanet Oil and Gas Development South Africa Project (Steve Maddison) Health Assist Program Petroleum, Ohanet Oil and Gas (Paula Northam) Development, Algeria Carbon Steel Materials, TEMCO, Zero Harm Enrolment Project Australia (Nelly Magnan) Project 0.5 (David Todd) Base Metals, Minera Escondida, Chile Carbon Steel Materials, Iron Ore Pilbara China CBM Exploration Campaign Operations, Western Australia 2004 (Ross Naumann) Proactive Injury Prevention Health Petroleum, China Coal Bed Methane Program (Bobbie Walker) Project 2004, Mongolia, China Base Metals, Cannington Mine, Tyre Handler Proximity Protection Australia (Tom Raleigh) Carbon Steel Materials, BMA Coal Norwich Park Mine, Australia Environment Water Efficient Use and Savings Program (Mónica Arrieta) Stainless Steel Materials, Cerro Matoso, Colombia Dust Management Program Beltwash Stations (William Cornes) Carbon Steel Materials, Iron Ore Nelson Point, Western Australia Flue Dust Recycling Project (James Glasston) Base Metals, San Manuel Southwest Copper, Arizona, United States Naonayaotit Traditional Knowledge Project (Chris Hanks) Diamonds and Specialty Products, EKATI Diamond Mine, Canada Hillside Aluminium Waste Campaign (Hendrik Louw) Aluminium, Hillside Aluminium Smelter, South Africa Tailings Flow Control Reduces Water Consumption (Maclean Gordon) Carbon Steel Materials, BMA Coal Goonyella Riverside Mine, Australia Hay Point Foreshore Development and Restoration Project (Jamie McCorkell) Carbon Steel Materials, BMA Coal Hay Point Services, Australia Point of Ayr Land Management Program (Kim Norman) Petroleum, Liverpool Bay Oil and Gas Project, United Kingdom Operation

Energy Campaign (Juan Reinaga) Base Metals, Minera Escondida, Chile BHP Kendilo Coal Closure Project (Adri Salim) Energy Coal, PT BHP Kendilo Coal, Indonesia Community Corporate Social Responsibility Fund (Sergio Molina Berrios) Base Metals, Minera Escondida Foundation, Chile Safety Campaign Moving Parts Protection on Community Boats (Clóvis Bastos de Oliveira) Aluminium, Mineração Rio do Norte (MRN), Brazil Minera Escondida Foundation School (Juan Alvarez Guzman) Base Metals, Minera Escondida Foundation, Chile SME Development Program (Frans-Jozef Jaspers) Aluminium, Mozal, Mozambique BHP Billiton Iron Ore Aboriginal Education Partnerships (Michael Jose) Carbon Steel Materials, Iron Ore Nelson Point, Australia QNI Adopt a School Program (Mark Kelly) Stainless Steel Materials, QNI Yabulu Refinery, Australia Changing Lifestyles Sustainable Livelihoods of Women in Johi (Humera Malik) Petroleum, Zamzama Gas Project, Pakistan La Brea Village Agricultural Project (Sheldon Narine) Petroleum, Angostura Asset, Trinidad and Tobago, West Indies Community Livestock Breeding Project (Salvador Traquino) Aluminium, Mozal, Mozambique Unizul Science Centre (Venecia Van Loggerenberg) Aluminium, Bayside and Hillside Smelters, South Africa >RECOGNITION <http://sustainability.bhpbilliton.com/2005/recognition/>

---



**BHP BILLITON CHARTER WE ARE BHP BILLITON, A LEADING GLOBAL RESOURCES COMPANY.**

Our purpose is to create long-term value through the discovery, development and conversion of natural resources, and the provision of innovative customer and market-focused solutions. To prosper and achieve real growth, we must:

- actively manage and build our portfolio of high-quality assets and services,
- continue the drive towards a high-performance organisation in which every individual accepts responsibility and is rewarded for results,
- earn the trust of employees, customers, suppliers, communities and shareholders by being forthright in our communications and consistently delivering on commitments.

We value:

- **Safety and the Environment** An overriding commitment to health, safety, environmental responsibility and sustainable development.
- **Integrity** Including doing what we say we will do.
- **High Performance** The excitement and fulfilment of achieving superior business results and stretching our capabilities.
- **Win-Win Relationships** Having relationships which focus on the creation of value for all parties.
- **The Courage to Lead Change** Accepting the responsibility to inspire and deliver positive change in the face of adversity.
- **Respect for Each Other** The embracing of diversity, enriched by openness, sharing, trust, teamwork and involvement.

We are successful in creating value when:

- our shareholders are realising a superior return on their investment
- our customers and suppliers are benefiting from our business relationships
- the communities in which we operate value our citizenship
- every employee starts each day with a sense of purpose and ends each day with a sense of accomplishment.

[Graphic Appears Here] **OUR APPROACH TO HEALTH, SAFETY, ENVIRONMENT AND THE COMMUNITY BHP BILLITON'S SUSTAINABLE DEVELOPMENT POLICY**

At BHP Billiton our objective is to be the company of choice creating sustainable value for our shareholders, employees, contractors, suppliers, customers, business partners and host communities. We aspire to Zero Harm to people, our host communities and the environment and strive to achieve leading industry practice. Sound principles to govern safety, business conduct, social, environmental and economic activities are integral to the way we do business. Wherever we operate we will develop, implement and maintain management systems for sustainable development that drive continual improvement and ensure we:

- do not compromise our safety values, and seek ways to promote and improve the health of our workforce and the community
- identify, assess and manage risks to employees, contractors, the environment and our host communities
- uphold ethical business practices and meet or, where less stringent than our standards, exceed applicable legal and other requirements
- understand, promote and uphold fundamental human rights within our sphere of influence, respecting the traditional rights of Indigenous peoples and valuing cultural heritage
- encourage a diverse workforce and provide a work environment in which everyone is treated fairly, with respect and can realise their full potential
- set and achieve targets that promote efficient use of resources and include reducing and preventing pollution
- enhance biodiversity protection by assessing and considering ecological values and land-use aspects in investment, operational and closure activities
- engage regularly, openly and honestly with people affected by our operations, and take their views and concerns into account in our decision-making
- develop partnerships that foster the sustainable development of our host communities, enhance economic benefits from our operations and contribute to poverty alleviation
- work with those involved through the lifecycles of our products and by-products to promote their responsible use and management
- regularly review our performance and publicly report our progress.

In implementing this Policy, we will engage with and support our employees, contractors, suppliers, customers, business partners and host communities in sharing responsibility for meeting our requirements.

We will be successful when we achieve our targets towards Zero Harm, are valued by our host communities, and provide lasting social, environmental and economic benefits to society. [Graphic Appears Here]

**About BHP Billiton** BHP Billiton is the world's largest diversified resources company, with a portfolio of high-quality, long-life assets and a significant pipeline of growth projects. We have around 36 000 employees working in more than 100 operations and offices in 25 countries (see our BHP Billiton Locations Map). Headquartered in Melbourne, Australia, the Group has primary listings on the

Australian and London Stock Exchanges. We have adopted a business model based on customer-oriented groupings called Customer Sector Groups (CSGs). This structure reflects our focus on the needs of our customers. Each CSG is a substantial business in its own right, and several are leaders in their respective fields. They have autonomy to optimise their businesses, with clear accountabilities. The CSGs are Aluminium, Base Metals, Carbon Steel Materials, Diamonds and Specialty Products, Energy Coal, Petroleum, and Stainless Steel Materials. Our key markets include downstream refiners and processors of raw materials, such as steelworks, smelters, petroleum refiners, power stations and diamond cutters. During the year we welcomed WMC Resources Ltd to the Group and look forward to reporting on the activities of former WMC assets in future reports. In line with the values expressed in our Charter, throughout our operations we have an overriding commitment to health, safety, environmental responsibility and sustainable development. Contact Us This Report was printed with soya- Ian WoodBHP BillitonPhone: +61 1300 554 757based inks on paper that is elemental Vice PresidentBHP Billiton Centre Fax: +61 3 9609 3015 chlorine free and contains 11 per cent pulp from Forestry Stewardship Council Sustainable Development 180 Lonsdale Street Email: hsec@bhpbilliton.comcertified sources. The manufacturer and Community Relations Melbourne Victoria 3000 Website: also has ISO 14001 environmental management system certification. Australia <http://www.bhpbilliton.com>