

BHP Billiton's stakeholder relationships

STAKEHOLDER	WHO ARE THEY	INTERESTS AND CONCERNS	ENGAGEMENT METHODS
Employees and Contractors	Our workforce is large and diverse with around 35 000 employees and a similar number of contractors in over 26 countries.	<p>Employees and contractors have a broad range of interests and concerns, commencing with the health and safety of themselves and their fellow workers, to more general working conditions.</p> <p>Career opportunities and aspirations as well as learning and training opportunities are also central to maintaining satisfied employees and contractors.</p> <p>As many of our workforce live in towns near to our operations, many of their broader concerns are directly aligned with those of neighbouring communities. These include such aspects as local employment, business creation and social infrastructure and such programs as schooling and health care. Additionally, in many remote communities quality of housing is an aspect key to employee attraction and retention.</p>	<ul style="list-style-type: none"> • In line with HSEC Management Standard 7, sites are required to ensure processes are in place to enable stakeholders, including employees and contractors, to participate in and commit to HSEC performance improvement initiatives. • Regular performance reviews/ employee surveys. • Direct communication with immediate supervision and management. • Site-based and corporate newsletters and general communications. • BHP Billiton Intranet. • Site-based and Corporate HSEC Reports. • Business conduct helplines.
Local and Indigenous Communities	Most of our operations are located in rural and remote areas of the countries in which we operate; hence, we have a broad spectrum of local and indigenous community concerns of which we need to be cognisant.	<p>The impact our business has on local communities varies considerably depending on the location, size and nature of the operation. For example, our offshore petroleum platforms have minimal direct impact on people, whereas the existence of larger land-based minerals operations can result in changes to economies, culture, population, employment opportunities, infrastructure and noise and traffic levels. All of these have the potential to change people's lives in some way.</p> <p>A study of recent stakeholder perception surveys showed that the issues that communities consider to be important are local employment and business creation, support for social infrastructure and programs, a desire for improved community engagement mechanisms and improved environmental performance.</p>	<ul style="list-style-type: none"> • In conjunction with the development of community relations plans, sites are required to develop suitable engagement mechanisms with their host communities. • Community consultation and engagement groups. • Participation in Company activities. • Newsletters and targeted communications. • Site-based and Corporate HSEC Reports. • Community perception surveys.
Shareholders	Our shareholder base is diverse. Majority holdings are predominantly in Australia, Europe and North America, with other significant holdings in South Africa.	Shareholders are broadly interested in ensuring that financial returns occur as a result of suitable Company performance and governance. Increasingly, long-term performance is becoming more of a focus, hence a greater desire to better understand governance mechanisms and the non-financial risks and mitigation measures of the organisation.	<ul style="list-style-type: none"> • Regular printed and electronic communications. • Investor pages on our Company website. • Annual General Meetings whereby shareholders can question directors on matters relating to the Company's performance.
Customers	Our customers are typically other large organisations.	Our customers are largely interested in product quality, cost and delivery. We offer technical support on occasion to assist with product utilisation, either in terms of process efficiency or product handling.	<ul style="list-style-type: none"> • Regular communications with our Marketing group. • Product information brochures, including material safety data sheets. • Visits to our operating sites. • Technology exchanges with our operating sites.

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Investment Community	These stakeholders include both mainstream financial analysts and socially responsible investment (SRI) analysts. These analysts are located globally.	The interests of our investment community are closely aligned to those of our shareholders in that they are broadly interested in ensuring that financial returns occur as a result of suitable Company performance and governance. Increasingly, long-term performance is becoming more of a focus, hence a greater desire to better understand governance mechanisms and the non-financial risks and mitigation measures of the organisation.	<ul style="list-style-type: none"> • Regular communications from our Investor Relations & Communications group to mainstream investment organisations. • Analyst briefings on key issues. • Regular communications from our Sustainable Development group to SRI analysts, including publication of the HSEC Report.
Business Partners	Our business partners include those organisations with which we have joint ventures.	Our business partners are generally interested in being assured that suitable governance mechanisms are in place to ensure financial returns are delivered while mitigating non-financial risks sufficiently.	<ul style="list-style-type: none"> • We communicate with our business partners and regularly share knowledge and programs through joint venture boards and operating committees. • Joint Venture Partners have participated in our HSEC audit programs. • Annual financial and HSEC reports.
Community Organisations	Community organisations generally are established to represent the local and indigenous communities near our operations.	Community organisations are generally interested in being assured that any potential environmental and social impacts associated with our operations are mitigated and that any opportunities that our operations may bring are optimised, for example, ensuring sustainable community development opportunities can be maintained post mine closure.	<ul style="list-style-type: none"> • In conjunction with the development of community relations plans, sites are required to develop suitable engagement mechanisms with their host communities. • Community consultation and engagement groups. • The majority of our community support is through local foundations, which currently exist in Chile, Peru, South Africa, Colombia and Mozambique. We also have a Corporate Community Program that focuses on Australian and international partnerships and projects.
Unions	Workers unions are present at many of our operating sites and are represented at local, national and international levels.	Unions within our businesses are interested in upholding workers rights and interests.	<ul style="list-style-type: none"> • We recognise the right of employees at all our operations to freely choose to join labour unions. • We communicate with unions as required on topical and general issues, such as changes to Company policies. • We have a mix of collective and individual arrangements at our sites. Prospective employees are made aware of employment arrangements prior to joining the Company.
Non-Government Organisations	Non-government organisations with which we typically engage include environmental, social and human rights organisations. They range from the local to the international level.	Non-government organisations have a broad-ranging interest in our operations and their performance. This may include social and environmental performance of existing operations, proposed operations or closed operations. Additionally there is increasing interest in our broader policy positions on issues such as climate change and human rights.	<ul style="list-style-type: none"> • Each of our operations is required to identify its relevant local non-government organisations and include mechanisms for engagement with them within the site's community relations plan. • At the Corporate level, we regularly engage with relevant national and international organisations. A number of major international non-government organisations are represented on our Forum on Corporate Responsibility.

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Suppliers	Our suppliers include businesses local to our operations as well as large international suppliers in specialised equipment.	Our suppliers are interested in our supply agreements and payment processes as well as the standards we require of our suppliers.	<ul style="list-style-type: none"> • Central contacts within our organisation are generally assigned to manage supplier relationships at local and regional levels to ensure that regular reporting and communications are maintained between the Company and our suppliers. • Through our HSEC Management Standards we require our suppliers to identify potential HSEC risks associated with their operations and minimise any adverse consequences of these risks. • Where possible, we seek to utilise local suppliers and support these suppliers in enhancing community development opportunities.
Governments (including regulators)	We engage with governments across local, national and international levels.	Governments are interested in our operations from a number of angles. We will work with host governments that participate in the Extractive Industries Transparency Initiative regarding disclosure of payments of taxes and policies. Policy formulation often intersects with aspects of our operations. Governments have mechanisms of regulation that cover a range of aspects within our operations, namely environmental and social aspects.	<ul style="list-style-type: none"> • We respect the authority of governments. Our operations are required to work within relevant legislative frameworks at the local, national and international levels. • We seek to have an open and constructive relationship with governments and regularly share information and opinions on issues that affect the Company. This communication is essential to informed decision-making by both government officials and BHP Billiton.
Media	The media include representatives of print, radio and visual media.	Generally, media are interested in newsworthy items associated with our financial or non-financial performance.	<ul style="list-style-type: none"> • Through our Investor Relations & Communications group, we communicate with the media via releases, presentations, briefings and interviews.
Industry Associations	Industry associations include commodity specific associations as well as sector specific associations at national and international levels.	Industry associations are generally interested in a broad range of issues relating to the sector or a specific commodity. For example, they may advocate on key policy aspects with the sector, which may be as diverse as environmental legislation, and establishing common safety standards through to promotion of leading practice.	<ul style="list-style-type: none"> • Representatives from BHP Billiton are members of many specific committees and engaged through specific projects with industry associations both nationally and globally, such as the Minerals Council of Australia and the International Council on Mining and Metals.