

# **Safety Leadership**

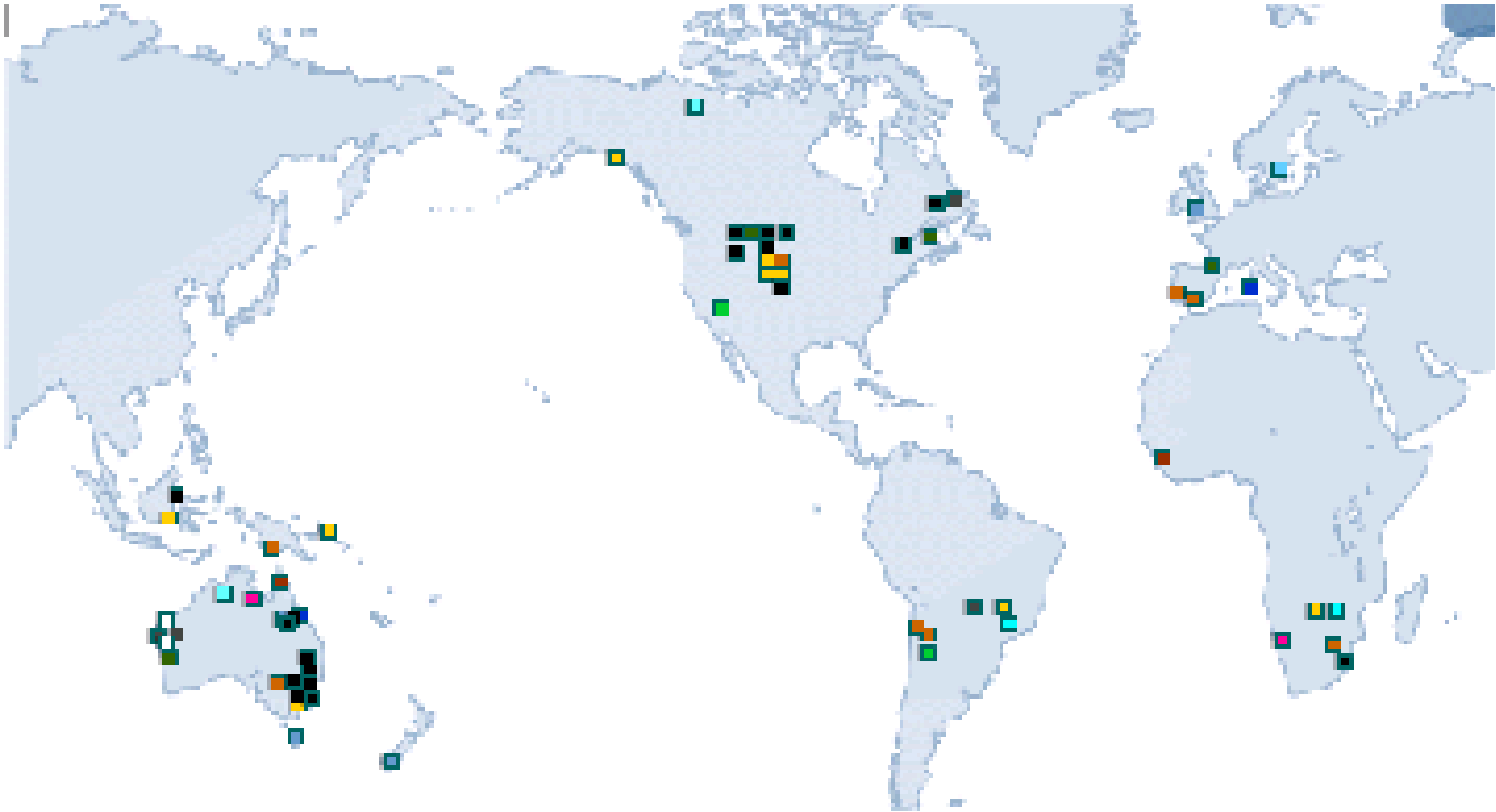
Rio Tinto Coal Australia  
Hunter Valley Operations

# Overview

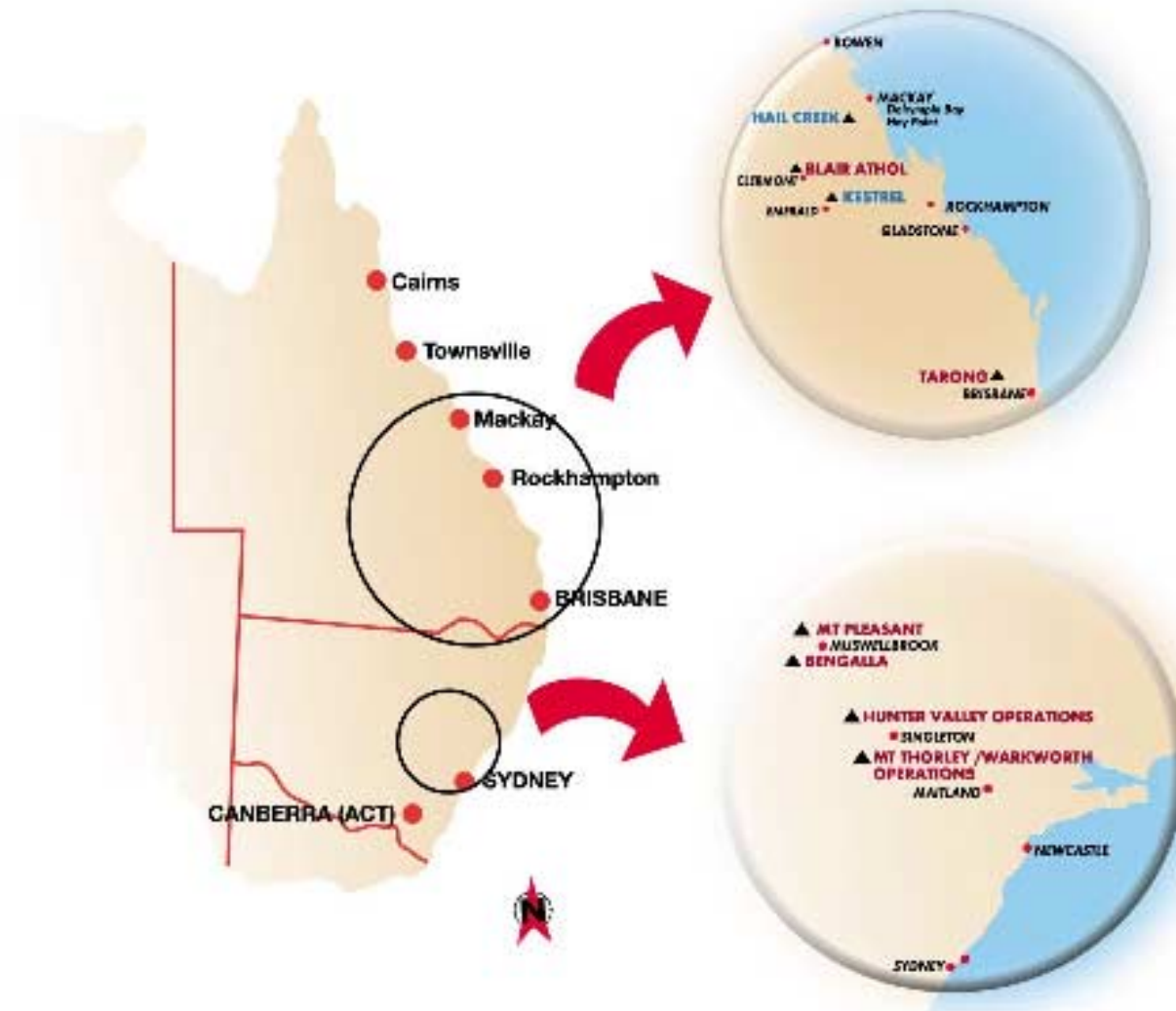


- Safety Share
- RTCA's Operations
- Safety Performance and Improvement
- Environment and the Future

# Rio Tinto – a global leader



# RTCA Overview



# Current Operations



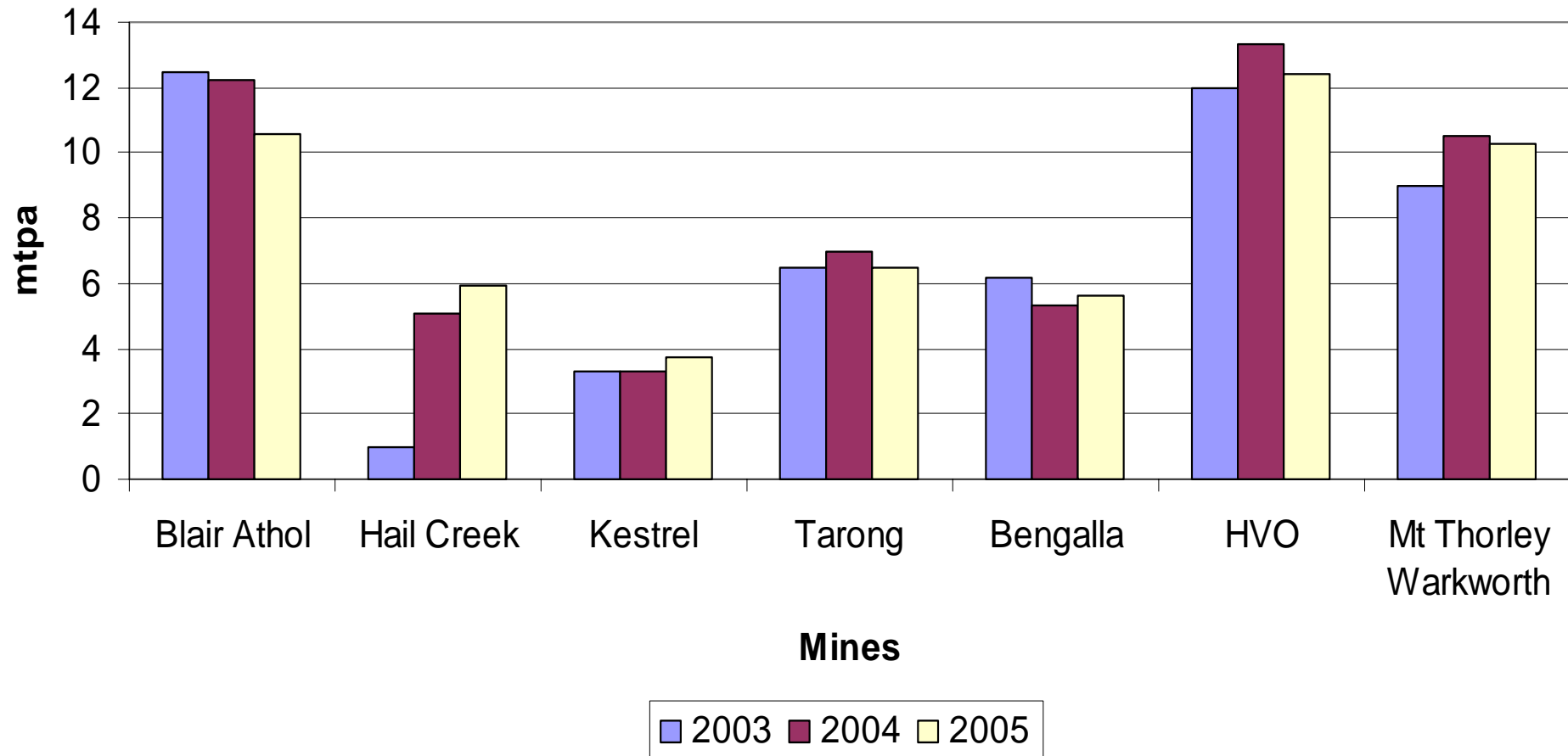
- NSW – (Coal & Allied 75% owned by Rio Tinto)
- 1,300 employees
  - Hunter Valley Operations
  - Mount Thorley/Warkworth
  - Bengalla

# Current Operations



- Queensland – 1,000 employees
  - Blair Athol Mine
  - Kestrel Mine
  - Hail Creek Mine
  - Tarong Mine

# Saleable Production



# Future Developments

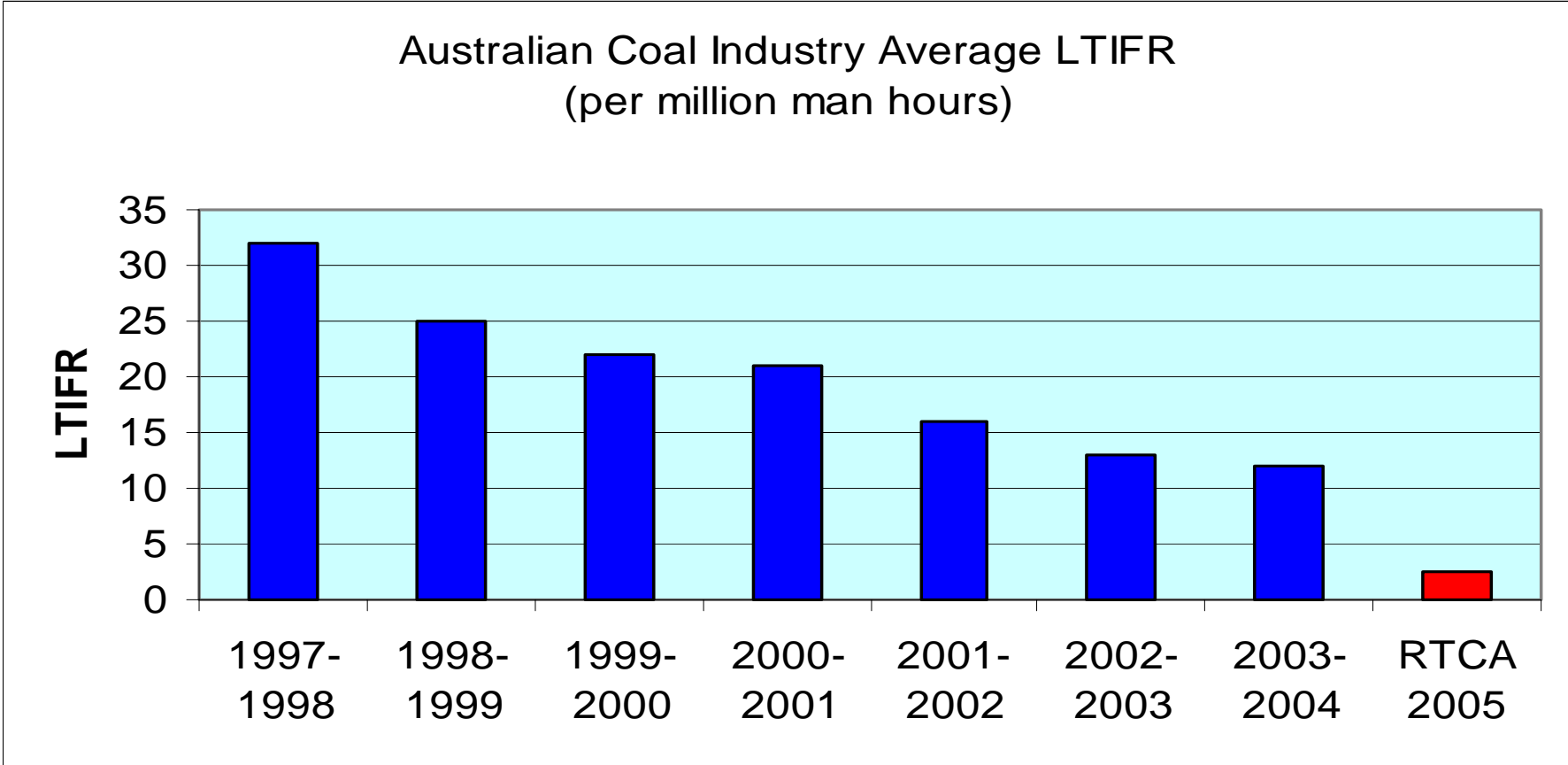


- NSW
  - Mount Pleasant – new operation neighbouring Bengalla
- Qld
  - Clermont – potential replacement for Blair Athol
  - Kuniwon – possible replacement for Tarong

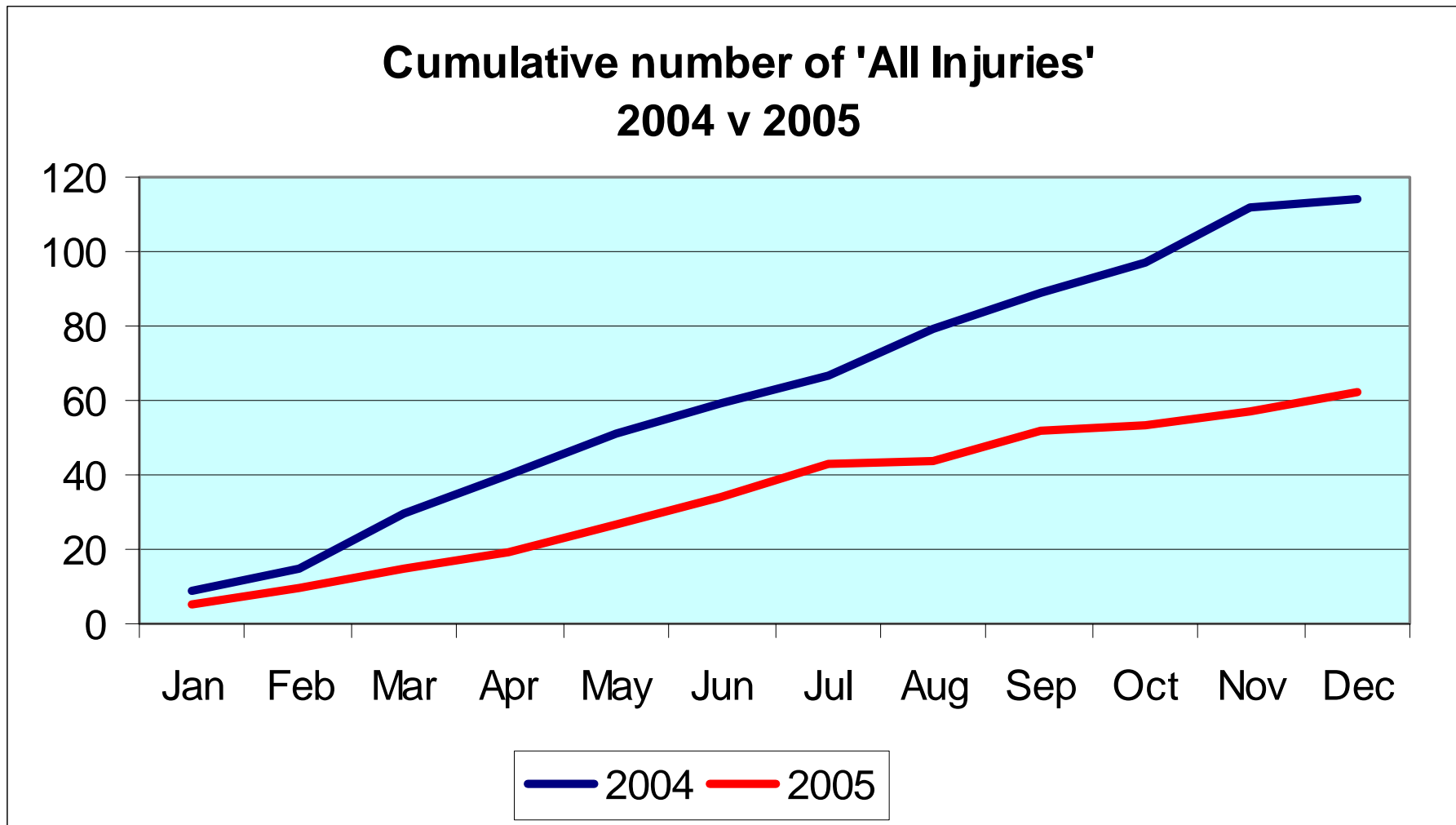
# CHPP??

- Coal Handling & Preparation Plants x 3
- 2 rail load points
- Coal + non organic: size, separate, dewater, stockpile, trainload
- Equipment list
- Mechanical Eng, Maint, Supply, Bus Improvement, Plant Manager

# Safety Performance



# RTCA Comparison 2004/2005

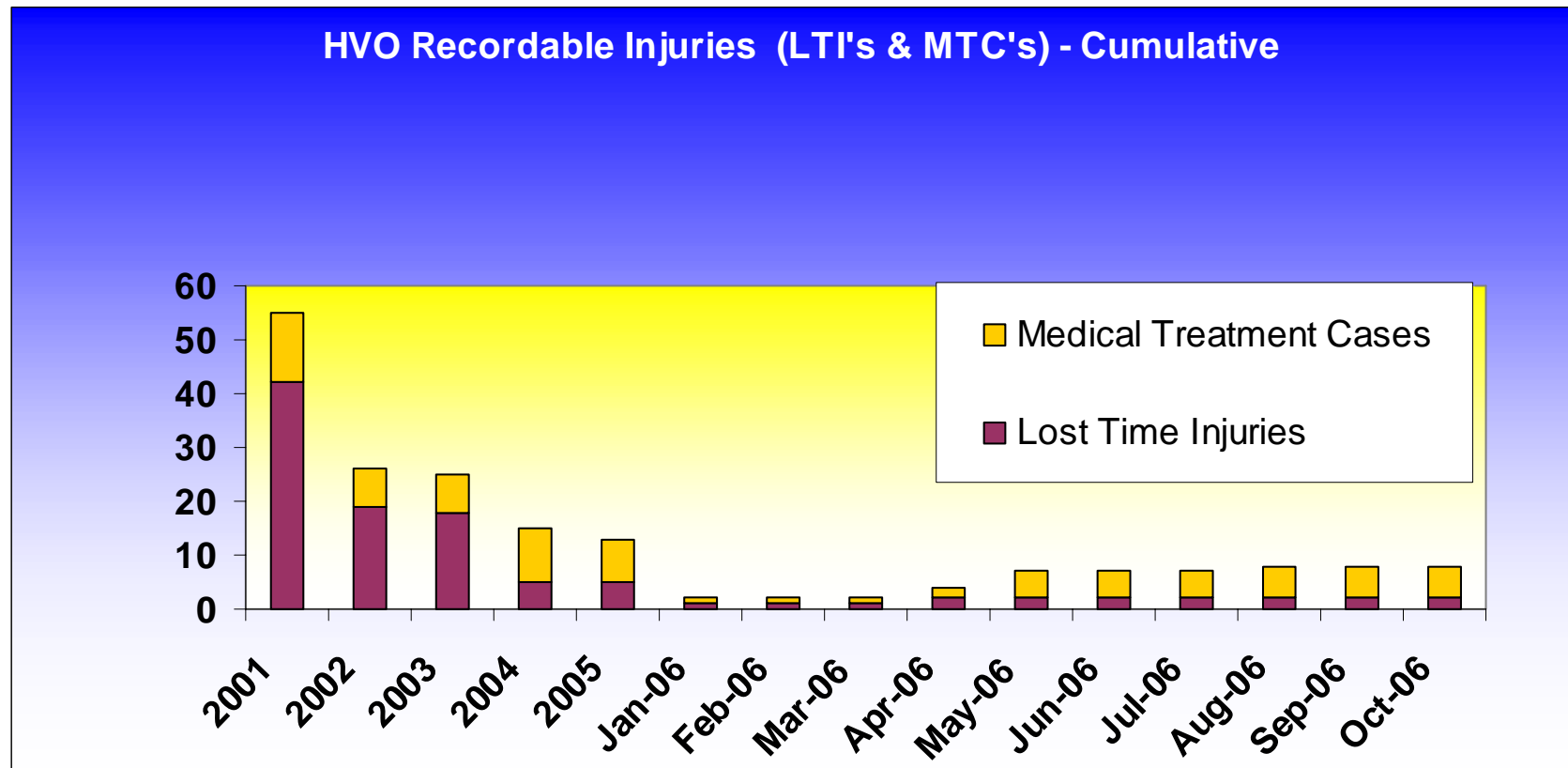


# Safety Performance

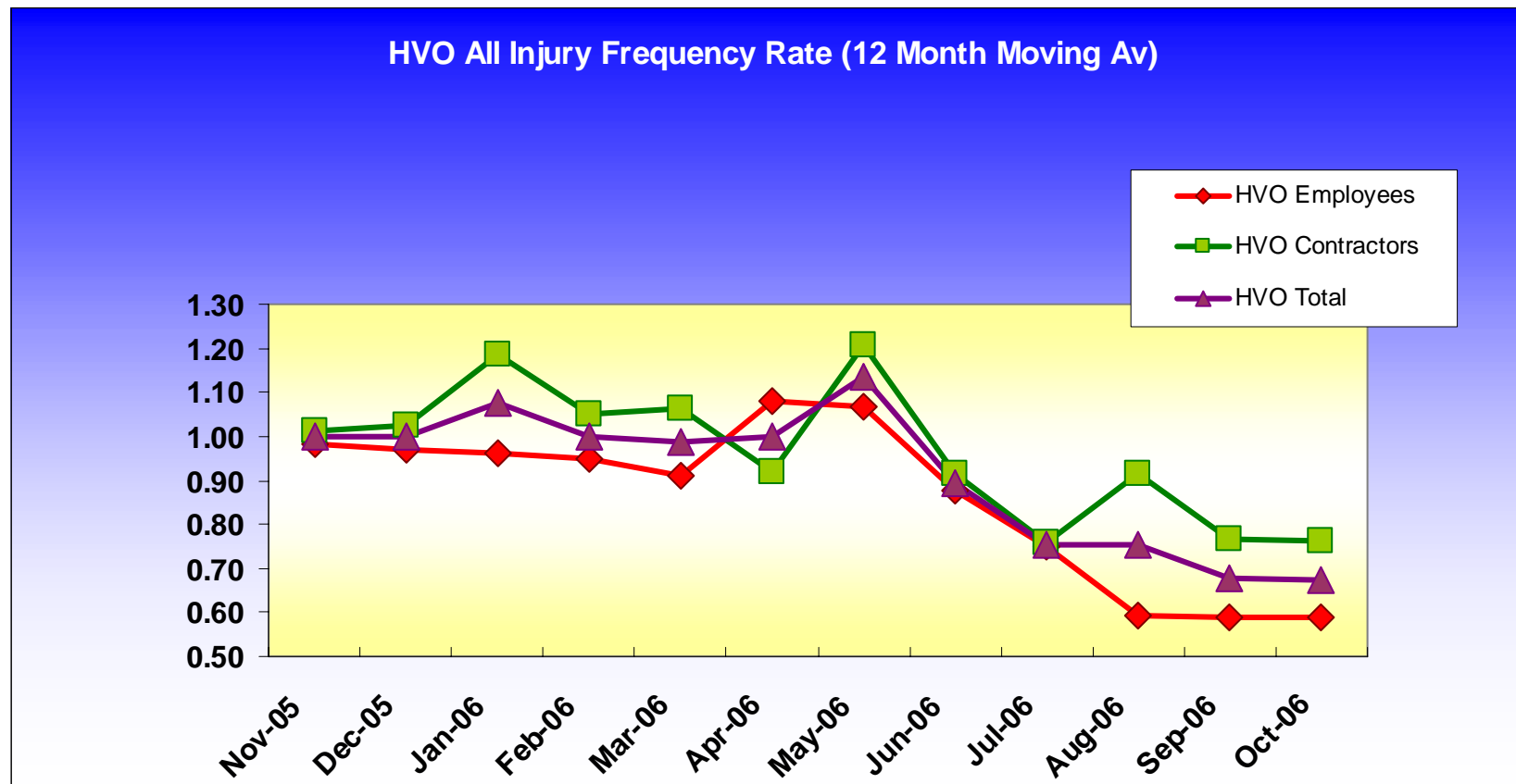
In 2005 RTCA's safety focus was on influencing employees' behaviour.



# HVO Improvement

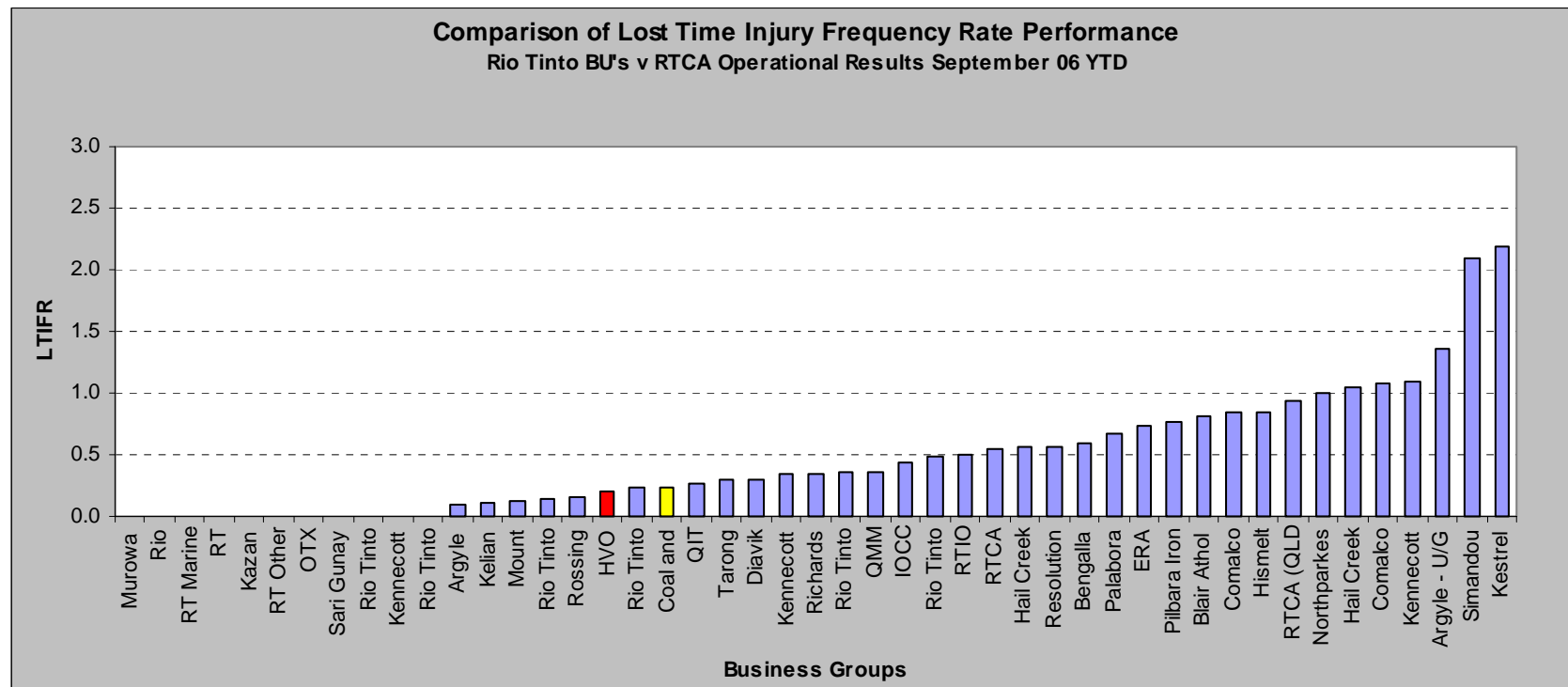


# HVO All Injuries



1) Per 200,000 man hrs, 2) LTI, RWDI, MTC

# How we compare to RT Group



# Culture

- Employee organisations
- Downsizing
- Ideology= Certified Agreement flexibility
- Strained relationship
- Influence of GM, my background
- Consultation, involvement 2004-2006

# What has made the difference

- Rio Tinto Minimum Standards
- Risk Assessment
- Commitment by Leaders
  - Leaders held accountable (Key Tasks & STIP)
  - Auditing by Rio Tinto (S\* process, reporting)
  - Visible demonstration (Safety Interactions)
  - Listening to employees (formal & informal)
- Better management of Contractors
  - 12 mth Induction, Pre-qualification, Permits

# Soon Certain

- “As a leader you get the safety performance you demonstrate you want”
- Identify and recognise good performance
- Regular examples of stopping production
- Consistency (Golden Rules)
  - Discipline process where required
  - Contractors sent off site (stopped production)

# Involvement

- Development of an improved working relationship with employees by
  - Including employees as key team members in decisions affecting them
  - Actively seeking employee participation

# Other Contributing Factors

- Formal shared learnings
  - RT Intranet
  - Site phone hook ups (GM's)
- Personal Safety Action Plans
- Take 5
- Peer to Peer Interactions
- SQRA

# Some examples

- Gloves
- Handrails
- Grinders
- CHPP Electric handtools
- Fall Prevention
- Knives
- Long longs, lace up boots

# 4 Safety Behaviours



- Eyes on Hands
- Eyes on Path
- Line of Fire
- Right tool for the job

# Environmental Management



Providing our licence to operate

- Managing our impact
- Water management
- Energy use and greenhouse gas emissions

# Community Engagement



Providing our licence to operate

- Community Trust/Community Development Funds
- Sponsorships and Donations
- Aboriginal Relations
- Mine life / closure planning

# Optimising production capabilities



- Collaboration and 'Improving Performance Together'
- Business Improvement Programme
- Sustainable Development

# Improving Performance Together

## IMPROVING PERFORMANCE TOGETHER



# Business Improvement Programme



- Business wide initiative
- Employee focused
- Considerable number of improvement projects with a recent focus on utilisation, truck payload, coal preparation plant throughput and train loading rates

# Sustainable Development

**RIO  
TINTO**  

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**COAL AUSTRALIA**



# COAL21 Fund Participants



- Anglo Coal Australia Pty Ltd
- BHP Billiton Illawarra Coal Pty Ltd
- BHP Billiton Mitsubishi Alliance
- Coal and Allied Industries Ltd
- Enhance Place Pty Ltd
- Ensham Resources Pty Ltd
- Excel Coal Ltd
- Felix Resources Ltd
- Gloucester Coal Ltd
- Griffin Coal Mining Company Pty Ltd
- Hunter Valley Energy Coal Limited
- Macarthur Coal Muswellbrook Coal Co Ltd
- New Hope Corporation Ltd
- Peabody Pacific Pty Ltd
- Rio Tinto Coal Australia Pty Ltd
- Wesfarmers Energy
- Whitehaven Coal Mining Pty Ltd
- Xstrata Coal Pty Ltd

# The future



- Business improvement and collaboration
- Operating in a cyclical price environment
- Committed to sustainable development business wide
- Our biggest challenge is the development of “clean coal” technologies