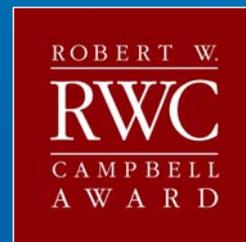




EHS FIRST™

Rallying Alcan's Troops around EHS Excellence



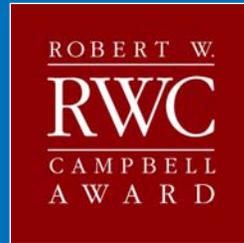
SIMON LADDYCHUK
VP *EHS FIRST* ALCAN INC.



Alcan a Global Presence



- Founded in 1902
- 2006 Revenue \$23.6 B
- 68,000 employees
- 61 countries and regions



One of Fortune Magazine's **2006 MOST ADMIRABLE COMPANIES**

In top three companies overall and the leading company in the metals and mining industry — global climate change



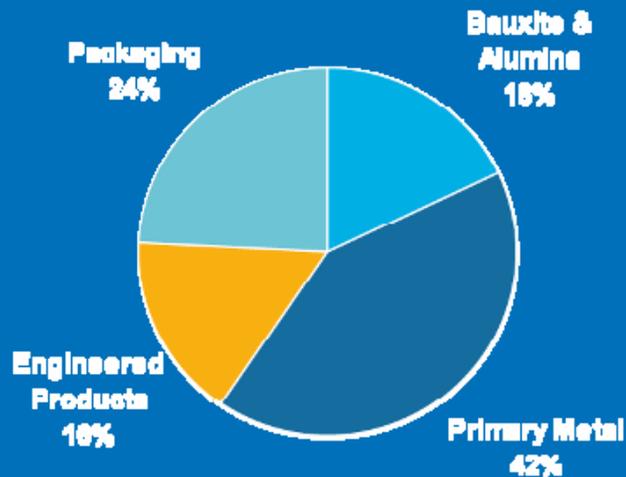
EHS FIRST Challenge — Truly Global and Diversified



- Diversity of activities
- Geographic spread
- Size and complexity of operations
- Both mature and emerging markets

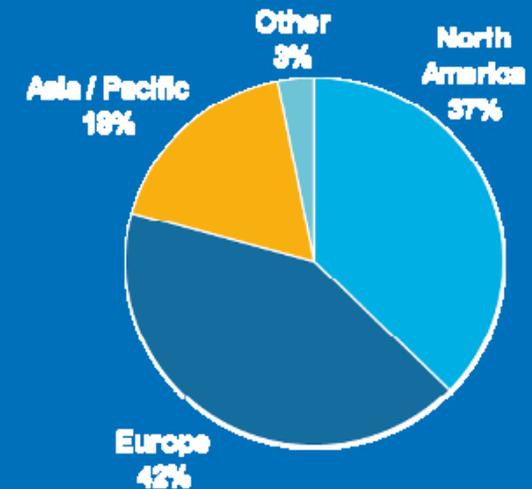
As at June 30, 2006

Assets by Business



Upstream: 60% Downstream: 40%

Assets by Geography



Global Presence



Milestones in the *EHS FIRST* Journey

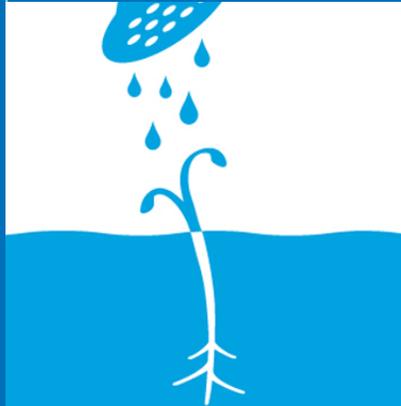


1999
Failed Merger Between
algroup, Alcan, Pechiney



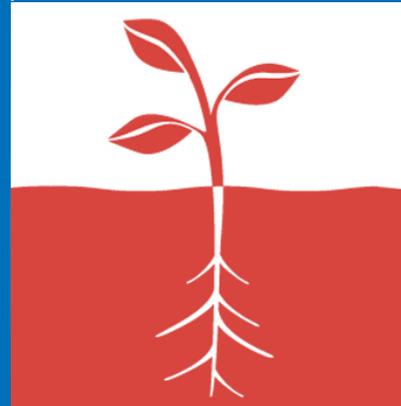
First steps toward
EHS success

2000
algroup Combination



Build upon and
increase our EHS
knowledge

2001
Call to Action



Developed a
comprehensive EHS
management system

2004
EHS FIRST Commitment
2003
EHS FIRST



A symbolic gesture



EHS FIRST **The Case for Why?**

WHY



***EHS FIRST* was created 5 years ago to respond to a business need to deliver change culture**



Context in 2002

Inconsistent and generally sub-par EHS performance

Pockets of excellence

Recent Algroup integration — alignment of values

CEO needed to create an integration vehicle

Rationale for creating *EHS FIRST*

Contribute to value maximization

Improve business performance through *EHS FIRST*'s change management process

Create the next pillar of a broader integrated management system (AIMS)

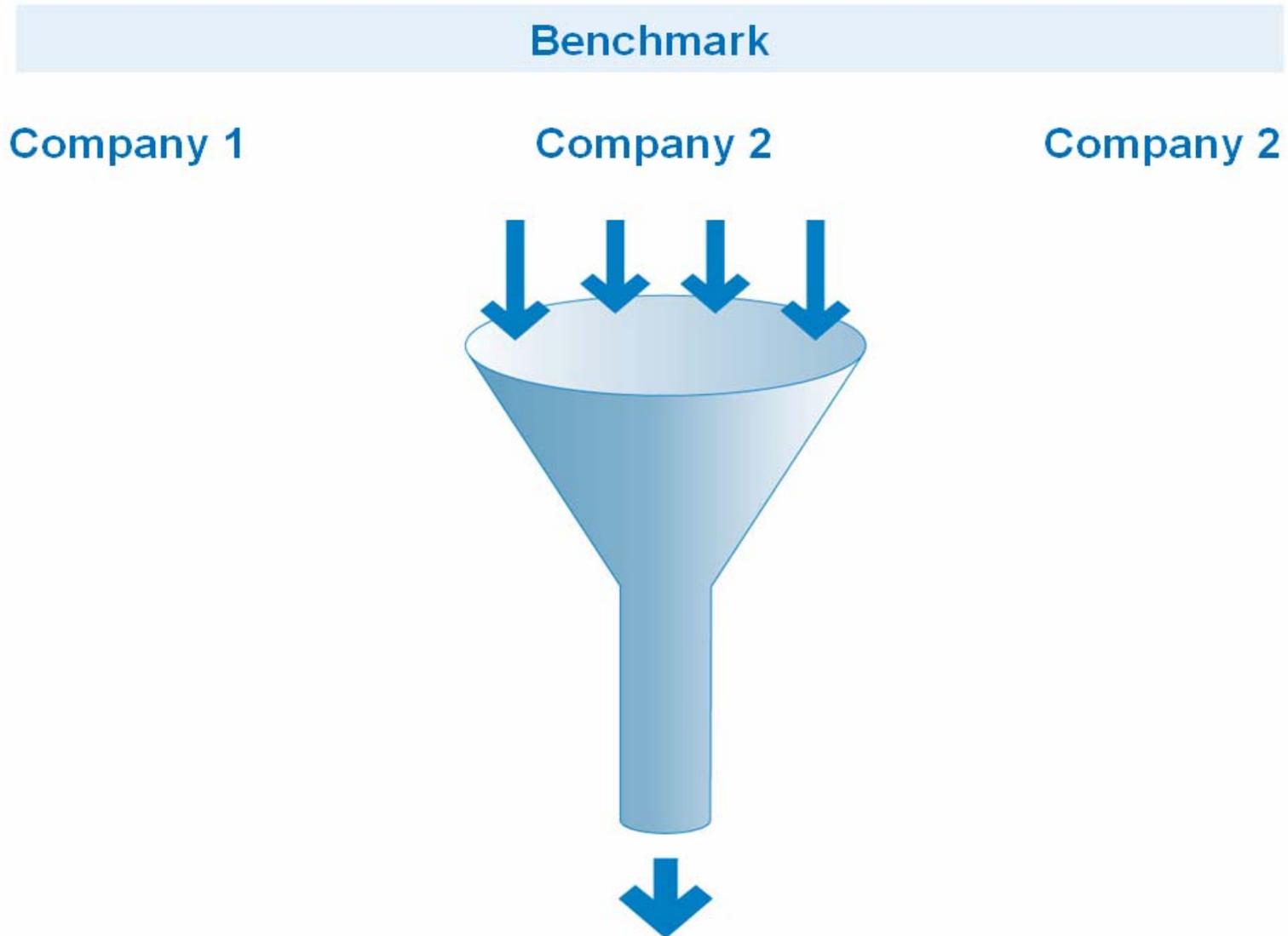


How We Created *EHS FIRST*

HOW

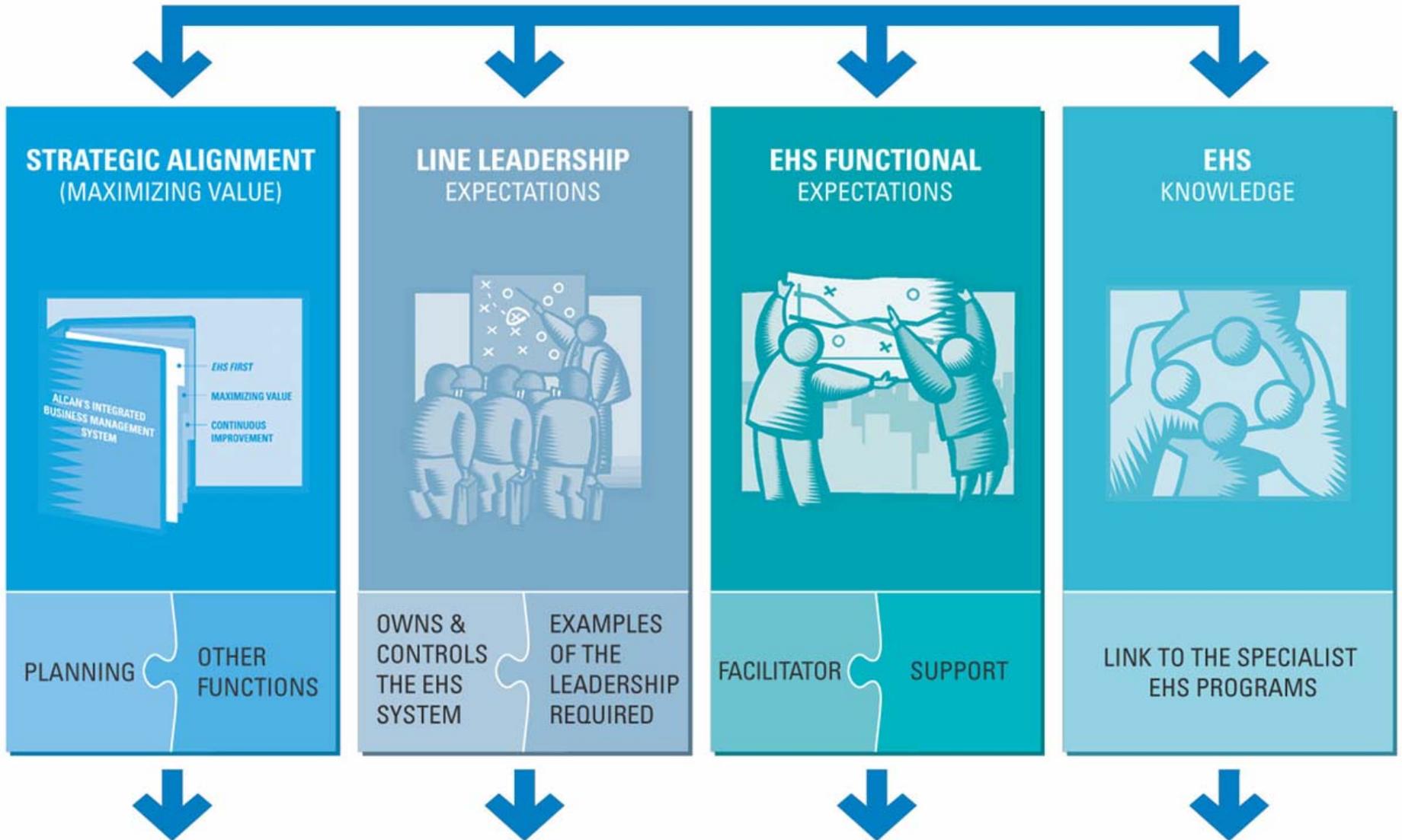


Building on our capabilities





Critical Few Elements

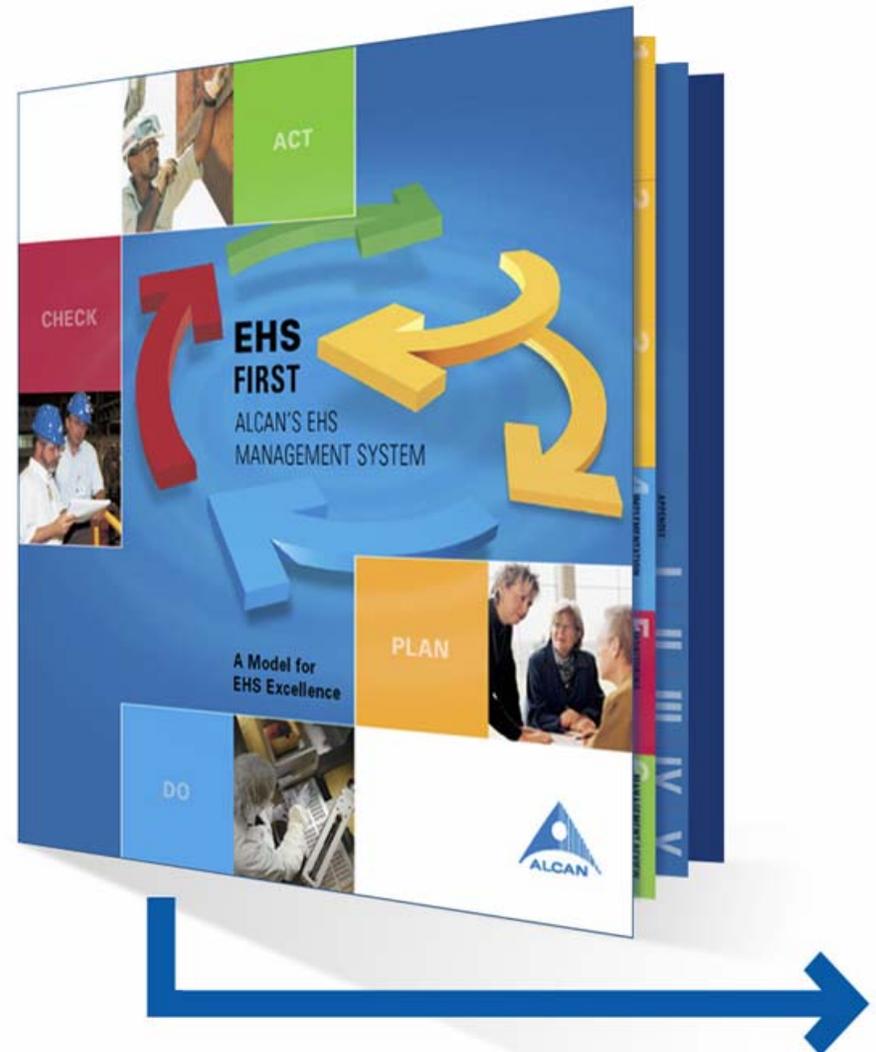




Codifying the learning



**CLEAR *UNAMBIGUOUS* REQUIREMENTS
AND PROCESSES WHICH FACILITATE
RAPID INTERPRETATION AND ACCEPTANCE
WITHIN THE ORGANIZATION**





EHS FIRST — Building on Our Foundation of EHS Capabilities

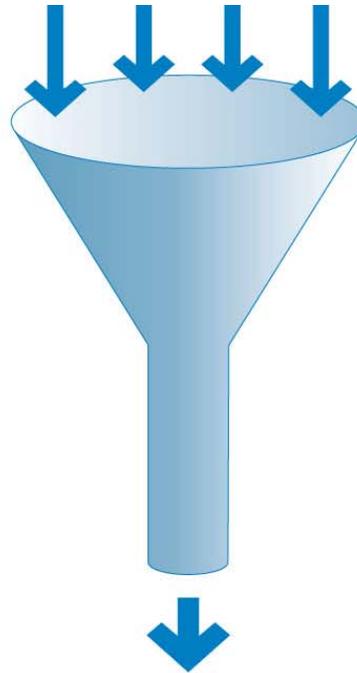


Benchmark

Company 1

Company 2

Company 2





What is *EHS FIRST*?

WHAT



EHS FIRST — More than a Management System





EHS FIRST — The Starting Point



MANAGEMENT
COMMITMENT &
LEADERSHIP

ALCAN'S
EHS VISION

- People change, but ***EHS FIRST*** lives and provides a foundation for continuous improvement
- Leadership starts at the top and is the fundamental element for success
- “Must be cultivated cannot be expected”
- It’s easy to say “walk the talk” — it’s harder to do
- Need to be more “action oriented” — less programmatic
- Increased focus on specific risks required



EHS FIRST People in Action



Management **What we do!**



- Engages the mind
- Gets the right things done
- Based on “transactions”
- Produces product

Leadership **How we do it!**

- Engages the heart
- Gets things done the right way
- Based on commitment to values
- Produces change





EHS FIRST – Commitment to Training



Advanced simulation techniques and role play used in training for Executives to shop floor

**AWARE, TRAINED &
COMMITTED WORKFORCE**

**EHS INTEGRATED
INTO DAY-TO-DAY LIFE**



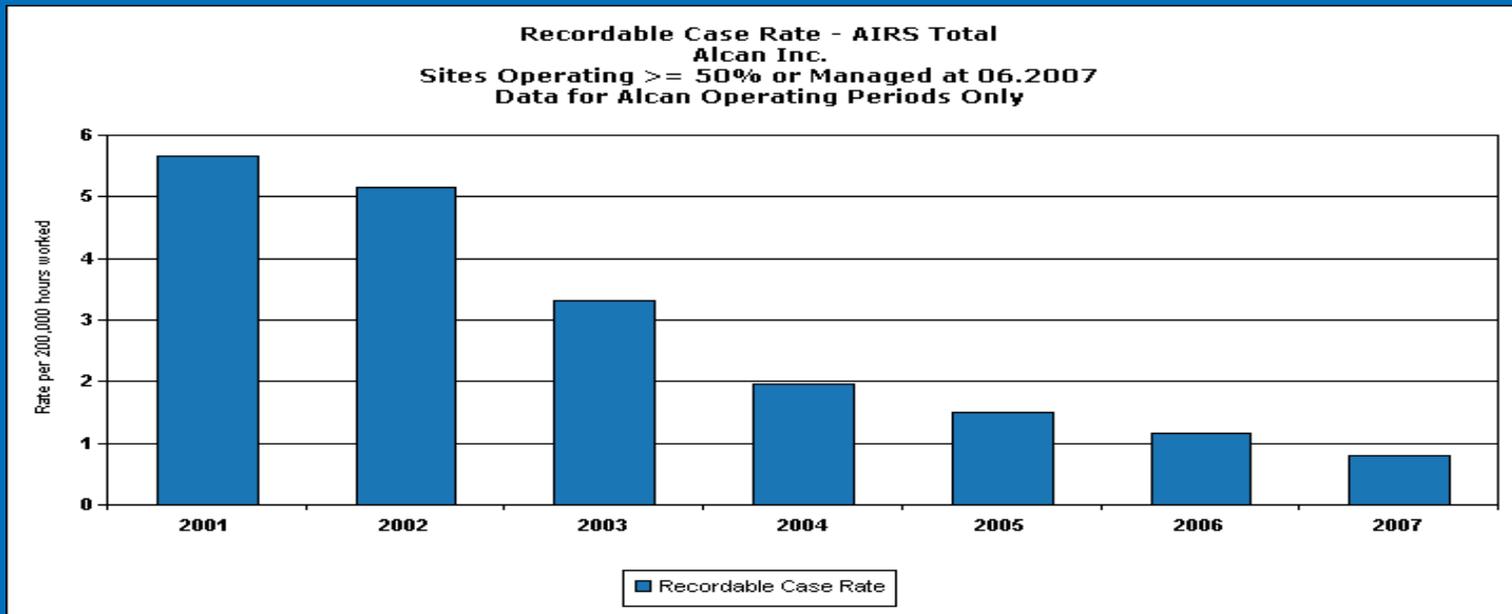


EHS FIRST Results Example

Safety Performance Improvement 2001-2007



- 83% Reduction in Recordable Cases
- 87% Reduction in Lost Time Cases
- 86% Reduction in Fatalities



	2001	2002	2003	2004	2005	2006	2007
Rate	5.67	5.15	3.30	1.95	1.49	1.16	0.80



***EHS FIRST* — Key Learning**



- 4 Key success factors
 - Ensure strategic alignment with the business
 - Leadership must be in the drivers seat
 - EHS organization as the navigators and coaches
 - Systems and knowledge to proactively reduce risk and capture opportunities
- To capture the most value it is necessary to go beyond a purely compliance mindset
- Leadership must be cultivated it cannot be expected
- To be successful we as a function must be prepared to change
 - Development of competencies are not the traditional ones



**Sharing Our Experience...
for the Betterment of Our World**



www.ehsfirst.com



