

Our Approach to Health and Safety

Which Teck sites does this document apply to?

This document summarizes our approach to managing health and safety. This document applies to all Teck sites and projects, including all employees, contractors, and any person whose work and/or workplace is directly controlled by Teck. This does not include projects or operations in which Teck has had an ownership interest but is not the principal operator or workplaces that are controlled by third parties in the Teck value chain.

Health and Safety performance information: See our Annual Sustainability Report available for download on our [website](#).



Carmen de Andacollo Operations, Canada, 2017.

Governance and Accountability

Background

Mining and processing involves the handling of large volumes of materials, the use of heavy equipment, and hazardous processes. Poor occupational health and safety performance can significantly impact the lives of our employees, their families and the greater communities. Moreover, low performance in health and safety can negatively impact morale and reputation, productivity and labour costs, and can result in fines and other liabilities.

Health and Safety is a core value and strategic priority at Teck; nothing is more important than the health and safety of our people. We recognize our responsibility to identify and mitigate health and safety risks, and we believe it is possible for our people to work without serious injuries and occupational diseases.

Accountability, Resourcing and Compensation

The Board of Directors, through its Safety and Sustainability Committee, broadly oversees health, safety, environment and community policies, systems, performance and auditing, including implementation of our Health, Safety, Environment and Community (HSEC) Management Standards. Health and safety incidents are recorded as they occur, and are reported in monthly company-wide performance reports and on a quarterly basis to the HSEC Risk Management Committee, which is made up of several members of our executive management team.

The following senior leaders are involved in implementing

the management of health and safety:

- The Senior Vice President, Sustainability and External Affairs reports directly to our CEO and is responsible for sustainability, health and safety, environment, community, and Indigenous affairs
- The Vice President, Health and Safety leads our efforts from the corporate head office in supporting the development, education and training on Teck's health and safety policies, standards and practices for employees across all business units and operations

An executive Health and Safety Advisory Committee reviews, evaluates and informs health and safety policy change and initiative planning, and provides additional oversight of performance.

For executive compensation, health and safety performance is measured through year-over-year statistics on balanced metrics which include both lagging and leading indicators. Overall performance is based on Lost-Time Disabling Injury Frequency and High-Potential Incident frequency, together with our performance against leading indicators such as our ability to complete preventive actions, and the progress of strategic objectives. Using both leading and lagging indicators aligns our bonus plan payout levels with how well we manage and evaluate health and safety performance across Teck.

Policies and Standards

Our [Health and Safety Policy](#) outlines our commitment to providing leadership and resources for embedding core values of health and safety across our company. Health and safety is also included within our [Code of Sustainable Conduct, Expectations for Suppliers and Contractors](#), and [Code of Ethics](#).

Memberships, Partnerships and External Commitments

We work with various local, national and international organizations and programs to incorporate best practice of health and safety into our systems:

- **International Council on Mining and Metals (ICMM):** A global industry association that represents leading international mining and metals companies who are required to implement the ICMM 10 Principles, including Principle 5 on health and safety performance; The Teck representative is currently chair of the Health and Safety Committee of the ICMM.
- **Mining Association of Canada (MAC):** Promotes the development of Canada's mining and mineral processing industry; through MAC, we are required to implement the Towards Sustainable Mining program, which aids in improving industry performance.
- **International Lead Association:** An organization dedicated to serving lead producers and other companies that have a direct interest in lead and its use.
- **International Zinc Association (IZA):** A non-profit organization that promotes the role that zinc plays in product applications, human health, and crop nutrition.

Approach to Managing Health and Safety

Three-Pillar Approach

We have a three-pillar approach within our current health and safety strategy: building a positive culture of safety, identifying and effectively controlling our high-potential risks, and enhancing our prevention of occupational disease. These three areas drive continual improvement and support our vision of everyone going home safe and healthy every day. We continuously seek to strengthen and achieve a balance between the cultural and technical aspects of our health and safety program and ensure that these two aspects are complementary with one another.

Our Three-Pillar Approach



Building a Positive Culture of Safety

Teck's Courageous Safety Leadership (CSL) program focuses on challenging existing values, beliefs and attitudes towards health and safety, and builds commitment from individuals to work in a healthy and safe manner. The program, rolled out in a series of phases, seeks to empower every employee to be a leader in health and safety by playing an active role in his or her own health and safety, as well as the health and safety of those around them.

Our most recent phase of CSL supports supervisors and other positional leaders in being an effective health and safety coach within the teams that they manage. They help our teams actively explore and respond to their health and safety strengths, opportunities and safe production challenges.

The CSL program is based on six principles:

- I am responsible for my safety and for the safety of those around me.
- I am empowered to be courageous. I must speak up if my safety or the safety of those around me is affected or can be improved.
- My values, beliefs, attitudes, behaviours and actions have an impact on me and on others, both at work and at home.
- A safe operation is a productive operation.
- We achieve excellence in safety through a positive culture of safety and strong technical programs.
- Safety is a core value at Teck and will not be compromised for any reason.

High-Potential Risk Control

To proactively identify and mitigate high-potential risks, we maintain our High-Potential Risk Control (HPRC) strategy at all of our operations. This program focuses on improving the way we identify, implement and evaluate the controls that will most effectively prevent serious injury or loss of life.

The HPRC strategy aims to improve our ability to answer three key questions:

1. What are our high-potential risks?
2. What critical controls—measures that, when implemented, are more effective in preventing an unwanted event—do we have in place to manage these risks?
3. What processes do we have in place to give ourselves the confidence that our controls are effective?

In 2020, Teck commenced an intensive program to develop and review standards for identified high potential risks. This program includes the development of Critical Controls that can easily be assessed for effectiveness and to provide increased assurance that they are working. The program is intended to provide clear, simple expectations and timely information on the status of controls that prevent serious injury or fatality. This improvement program will continue through 2021.



Fording River Operations, Canada, 2013.

Employees across the business undertake Work Team Risk Assessments to help answer the three HPRC questions above, and to look for gaps and work together to close them. Follow-up effectiveness reviews help to validate that changes from risk assessments are being put into practice. Progress on the Work Team Risk Assessments is tracked on a monthly basis, and it is considered as a component of Teck's bonus plan.

In 2020, Teck commenced the Teck Vehicle Safety Strategy which is a focused effort to reduce risk and the occurrence of incidents that relate to our highest safety risk – vehicle related incidents. This strategy is supported by a working group that has developed four new HPRC standards in 2020. The working group comprises a cross-section of management representatives aimed at driving a reduction in these incidents. Progress is regularly reported to the Health & Safety Advisory Committee, which includes senior operational and functional executive management.

We track all safety incidents and classify significant incidents as High-Potential Incidents (HPIs), Serious HPIs or Potentially Fatal Occurrences (PFOs). We are committed to investigating all significant incidents to comprehensively understand root causes and take actions to prevent recurrences.

Using the Incident Cause Analysis Method (ICAM) investigation methodology, we consider the contributing factors at the individual, team and organizational levels that led to each incident. Analyzing and learning from these incidents allows us to better identify and target actions for high-risk factors across our operations. Corporate Health and Safety undertakes regular formal quality reviews of all High-Potential ICAMs.

Occupational Health and Hygiene

In accordance with our Occupational Health and Hygiene Strategy, we limit worker exposure to harmful substances by understanding our exposure risks and by providing personnel with suitable controls to protect their longer-term health. We have controls in place to limit exposures and, where personal protective equipment is required, we ensure it provides proper protection and that it is custom fit for body type and size. We also support the development of our Occupational Health and Hygiene professionals through external and internal educational opportunities.

Our Occupational Health and Hygiene Committee leads the development of our occupational hygiene programs. These programs are designed to limit worker exposure to potentially harmful substances and other sources of occupational disease. This includes exposure to dust, noise, vibration and hazardous chemicals. Our Teck-wide standard – *Requirements for Occupational Hygiene Programs* – provides consistent guidance for the management and monitoring of occupational exposures across the company. We have also implemented a corporate standard for occupational health surveillance, requiring ongoing health checks to provide early warning/identification of the potential for adverse health effects related to workplace exposures. These health checks assist with verifying that the controls used to reduce or eliminate exposures are working as intended.

The Committee has developed a standard training program to ensure our hygiene sampling efforts produce high-quality monitoring data on which to evaluate our progress. All of our operations have exposure reduction plans based on exposure risk assessments to ensure a pipeline of projects are in place to address exposures of concern. Highest risks affecting the greatest number of our workforce are prioritized. Our operations report progress against these plans through monthly reporting as well as annual and semi-annual verification. Progress against these plans is also a component of our bonus program.

We recently have funded a pilot project—funded though Teck's *Ideas at Work* fund, to evaluate the efficacy of new real-time particulate monitoring technology to better identify point sources and peaks creating the highest exposure(s). This innovative technology will allow us to laser-focus on our exposure reduction efforts.

In 2020, all Teck operations were required to develop an exposure reduction plan (ERP), which is intended to implement workplace improvements to reduce our exposures. These ERPs are tracked monthly and reviewed regularly to ensure that ERP plans are fully executed.

Worker Involvement and Support in Health and Safety

Teck understands that an effective health and safety program requires worker involvement and consultation to provide for open communication, strong relationships and issues resolution. To foster this principle, Teck operations

convene Health and Safety forums and committees to provide opportunities for our employees to report and resolve workplace hazards. All of our unionized sites have multiple union-management committees. These include Joint Occupational Health & Safety Committees where union employees not only participate in regular meetings, but also perform joint safety audits.

We respect the rights of our employees to refuse unsafe work or working conditions, and we do not tolerate any form of retaliation against employees raising concerns. All Teck sites have reporting systems that provide opportunity for workers to report hazards, injuries, illnesses and incidents. These systems also allow for the transparent assignment of actions to prevent injury and illness, with actions being tracked and monitored through reporting processes. See [Our Approach to Inclusion, Diversity and Our People](#) for a description of our employee feedback and grievance mechanisms.

Teck CSL and induction training programs speak to the importance of workers controlling risks in the workplace and reporting incidents and injuries. Teck's *Doing What's Right* program ensures workers are treated with respect—and allows workers to confidentially report any potential conflicts where workers may have been treated inappropriately. See more on our *Doing What's Right* program in [Our Approach to Business Ethics](#). Workers also have the opportunity to provide feedback on numerous aspects of health and safety at Teck by participating in the tri-annual health and safety culture survey.

COVID-19 Response

The global health crisis posed by COVID-19 is unlike anything previously faced by companies, by families, and by communities. Teck has a comprehensive approach to managing the risks and impacts of COVID-19, based around: prevention, employee support, aid for communities and public health organizations and communications.

We have implemented extensive preventive measures across our offices and operations in order to safeguard the health of our employees and contractors, while continuing to operate safely and responsibly maintain employment and economic activity to the extent possible. These measures include operating with reduced crew sizes, and supporting physical distancing, implementing enhanced cleaning and disinfecting protocols, testing where it's available, promoting personal preventive measures and screening all employees, contractors and external visitors for risk factors and symptoms. We also provide regular updates to employees on preventive measures, COVID-19 symptoms, protecting themselves and others, and how to self-assess before coming to work. We also have COVID-19 response teams in place at all of our operations and offices, in order to respond rapidly to concerns raised by employees, contractors and others. These individuals are responsible for coordinating effective implementation of the response protocols. For more information on our COVID-19 response, see our [2020 Sustainability Report](#), or visit <https://www.teck.com/updates/>.

Employee Health and Wellness

Our company-wide Health and Wellness program focuses on improving the physical and mental well-being of our employees. Programs under this strategy include mental health campaigns, flu clinics, fitness facilities, and site-specific health and wellness workshops.

One of the most successful initiatives under the program is our *Know Your Numbers* Campaign, which provides free cardiovascular health screening that measures several indicators, including blood pressure, cholesterol, casual glucose and body mass index. In addition, our employee benefits program, which varies by country of operation, provides access to a variety of wellness services, including counsellors, naturopathy and nutrition planning.

The *Employee Family Assistance Program* (EFAP) is available for all employees and their dependents globally to support overall wellness, including mental health. The program provides access to a wide range of confidential support services for mental, financial, physical and emotional well-being. See [Our Approach to Inclusion, Diversity and Our People](#) for more information on supporting mental wellbeing at Teck, and other employee wellness initiatives.

Teck maintains drug and alcohol policies that include pre-employment and post-incident testing. Outside of Canada, all of our operations have drug and alcohol policies that allow for testing, including random testing as permitted under local laws.

Our Targets and Commitments

Our sustainability strategy outlines our goals in relation to continuously improving health and safety at our operations. In 2019, we conducted broad engagement with employees and external stakeholders to identify and prioritize global trends and issues, and we set a new sustainability strategy, including new goals in health and safety.

Strategic Priority:

- Eliminate fatalities, serious injuries and occupational disease

Goals:

- Contribute to the elimination of fatalities and serious injuries through significantly enhanced critical control verification for fatal hazards
- By 2025, contribute to the elimination of occupational disease by implementing new technologies for real-time exposure monitoring to improve exposure controls for dust and welding fumes

Throughout 2020, we focused on making progress towards our new goals and concluding final steps on the 2020 health and safety goals within our previous sustainability strategy. These goals, which concluded December 31, 2020, included:

- Reduce serious injuries and eliminate fatalities by ensuring our high-potential risks have effective controls in place and by enhancing our culture of safety

- Implement improved occupational health and hygiene monitoring and exposure control to protect the longer-term health of workers

For more information on our existing and new sustainability strategy goals, see the [sustainability strategy](#) section of our website.

Assurance Related to Health and Safety

Following each of these types of assurance, applicable management teams use the results to inform future actions and Teck’s five-year planning process. We also

manage findings through our corrective actions database and report monthly on actions associated with high-potential risk.

We report on our performance against these indicators and our progress towards our health and safety goals on an annual basis in our [sustainability report](#).

Assurance Related to Health and Safety

Type	Organization	Items Reviewed
External	Mining Association of Canada: Towards Sustainable Mining assurance	<ul style="list-style-type: none"> • Policy, commitment and accountability • Planning, implementation and operation • Training, behaviour and culture • Monitoring and reporting • Performance
External	International Council on Mining and Metals: Sustainability Report assurance	<ul style="list-style-type: none"> • Number of fatalities • Number of lost-time injuries • Lost-time injury frequency • Process safety events • Principle 5: Pursue continual improvement in health and safety performance with the ultimate goal of zero harm • Occupational disease cases and frequency rates
Internal	Risk-based Health, Safety and Environment audits and reports	<ul style="list-style-type: none"> • Adherence to legal and regulatory requirements • Effectiveness of controls required by Teck safety standards • Effectiveness reviews for all HPis/PFOs and fatalities to assess implementation of recommendations to prevent repeat incidents • Reviews every six months of exposure reduction plans by corporate to provide assurance that occupational exposures are being systematically addressed. • Effectiveness reviews of high-potential risk assessments (six per annum required by each site).