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 and contractors. This does not include projects or operations in which Teck has/had an ownership interest but is not the principal operator.

2019 Health and Safety performance information: See our 2019 Sustainability Report available for download on our website.

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 and practices for employees across all business units and operations.

We also have an executive Health and Safety Advisory Committee to evaluate and inform health and safety policy change and initiative planning, and to provide additional oversight of performance.

For executive compensation, health and safety performance is measured through year-over-year statistics on Lost-Time Disabling Injury Frequency and on High-Potential Incident frequency, together with our performance against leading indicators based on our 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.

GRI Indicator: 403-103
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.

- **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?

Employees across the business undertake Work Team Risk Assessments to help answer these questions, 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.
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.

**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, custom fit for their body type and size. We have controls in place to limit exposures and where personal protective equipment is required we ensure it provides proper protection and fits properly. We also support the professional development of our Occupational Health and Hygiene professionals through external and internal educational opportunities.

Our Occupational Health and Hygiene Committee leads 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 to evaluate the efficacy of new real-time particulate monitoring technology to better identify point sources and peaks creating the highest exposures(s)—funded though Teck’s Ideas at Work fund. This innovative technology will allow us to laser-focus our exposure reduction efforts.

**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.

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

Our focus in 2020 will be on making progress towards our new goals and concluding final steps on the 2020 health and safety goals within our previous sustainability strategy. By the end of 2020, we will:
• 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.

Health and Safety-Related Assurance

The table below describes Health and Safety-Related Assurance processes at Teck. 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.

### Health and Safety-Related Assurance

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<thead>
<tr>
<th>Type</th>
<th>Organization</th>
<th>Items Reviewed</th>
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<tbody>
<tr>
<td>External</td>
<td>Mining Association of Canada: Towards Sustainable Mining assurance</td>
<td>• Policy, commitment and accountability&lt;br&gt;• Planning, implementation and operation&lt;br&gt;• Training, behaviour and culture&lt;br&gt;• Monitoring and reporting&lt;br&gt;• Performance</td>
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<tr>
<td>External</td>
<td>International Council on Mining and Metals: Sustainability Report assurance</td>
<td>• Number of fatalities&lt;br&gt;• Number of lost-time injuries&lt;br&gt;• Lost-time injury frequency&lt;br&gt;• Principle 5: Pursue continual improvement in health and safety performance with the ultimate goal of zero harm&lt;br&gt;• Occupational disease cases and frequency rates</td>
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<tr>
<td>Internal</td>
<td>Risk-based Health, Safety and Environment audits</td>
<td>• Adherence to regulatory requirements&lt;br&gt;• Effectiveness of controls required by Teck safety standards</td>
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