

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.

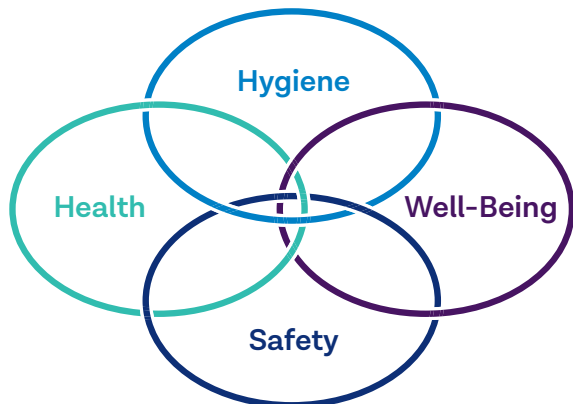


Carmen de Andacollo Operations, Canada, 2017.

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, as well as affecting morale, reputation, productivity and labour costs, and can result in fines and other liabilities.

Health and safety is a core value for our company. We understand health as the state of physical, mental and social well-being, not merely the absence of injury, infirmity or disease. We believe that all workplace incidents that could cause serious physical and psychological harm in the near and long term to our employees, contractors and other persons in our workplace are preventable. Aligned with our understanding of health, our strategic activities support four areas: health, hygiene, safety and mental health and well-being.



Governance and Accountability

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 Teck's sustainability-related standards (Sustainability 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 Health, Safety, Environment and Community (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 at the corporate level:

- The Senior Vice President, Sustainability and External Affairs reports directly to our President and Chief Executive Officer 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 of Teck's health and safety policies, standards and practices for employees across all business units and operations.

An executive Health and Safety Advisory Committee, which is comprised of several Senior Vice Presidents responsible for our operations, meets three to four times a year to review, evaluate and inform health and safety policy and initiative planning; the committee also provides additional oversight of performance.

For executive compensation, health and safety performance is measured through year-over-year statistics on balanced metrics that 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 to reduce, eliminate and identify occupational exposures that could lead to occupational diseases, 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. See [Our Approach to Business and Sustainability](#) for more details on our sustainability governance structure and compensation practices.

Policies and Standards

Teck has in place a set of standards, policy guidelines, operating procedures and systems that describes accountabilities, controls and other minimum requirements for managing health, hygiene and safety risks. We are in the process of developing similar documents to guide our activities to support well-being. These apply to all Teck sites and projects (excluding projects or operations in which Teck has an ownership interest but is not the principal operator), including 100% of employees and contractors.

Our [Code of Sustainable Conduct](#) outlines our commitment to continually improve our health and safety and sustainability practices and to ensure they are fully integrated into each of our activities.

Teck’s Sustainability Standards outline the framework for the identification and effective management of sustainability risks and opportunities, including those related to health and safety, and define a process for continual improvement. We also have a standard for occupational hygiene and standards related to occupational health and occupational well-being are in development

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 [Expectations for Suppliers and Contractors](#), which has been established to clearly communicate Teck’s expectations for suppliers of goods and contractors performing services for, or on behalf of, Teck. The expectations apply to suppliers and all their parent, subsidiary and affiliated companies, and to their respective employees, contractors and agents. These expectations are broadly communicated to all our suppliers and contractors, and are included in our contracts with suppliers.

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 Principles, the Position Statements and the Performance Expectations, which include criteria related to health and safety.
- **Mining Association of Canada (MAC)—Towards Sustainable Mining (TSM):** A Canadian industry association that promotes the development of the country’s mining and mineral processing industry, works with governments on policies applicable to the sector, and promotes the value that mining brings to the economy and daily life of Canadians while operating responsibly using the Towards Sustainable Mining Protocols. The criteria include the TSM Safety and Health Protocol.
- **The Copper Mark:** A multi-metals assurance framework developed by the International Copper Association to promote responsible practices and to demonstrate the contribution of the transition minerals industry to the United Nations Sustainable Development Goals. The Copper Mark criteria includes criteria related to occupational health and safety, and community health and safety.
- **The Earth Moving Equipment Safety Round Table (EMESRT):** A global initiative that engages mining companies and key mining industry original equipment manufacturers (OEMs) to advance the design of the equipment to improve safe operability and maintainability beyond standards.
- **International Lead Association:** An organization dedicated to encouraging the responsible use of lead and its compounds.
- **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

At Teck, our commitment to health and safety is paramount to our operations and everywhere we work, which is reflected in our corporate health and safety strategy. This strategy, which is structured around five key strategic objectives.



Our Health and Safety Strategic Objectives

Risk Management

Eliminate or control hazards by enhancing risk management processes, including adopting a human factors approach.

To support proactive mitigation of high-potential risks, we have a High-Potential Risk Control (HPRC) program at all operations. This program focuses on improving the way we identify, implement and verify the controls that will most effectively prevent serious injury or fatalities.

In addition to task-based, project and site risk assessments, employees across the business undertake Work Team Risk Assessments to help answer the three HPRC questions above, look for gaps in the methods to getting higher-risk tasks done and work together to close the gaps. Follow-up effectiveness reviews help to validate that the changes are being put into practice. Progress on the Work Team Risk Assessments is tracked monthly and is a component of Teck's bonus plan.

Teck also has a Vehicle Safety Strategy in place, 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 implemented five critical control standards, and comprehensive guidelines for traffic management plans and road design.

Comprehensive occupational hygiene programs are in place at all our operations globally. These programs are designed to limit exposures to hazardous agents such as silica, noise, lead and chemical substances, and to provide consistent guidance for the management and monitoring of occupational exposures across the company.

These programs are designed to limit worker exposure to harmful substances by understanding our exposure risks by providing personnel with suitable controls to protect their longer-term health. This includes reducing worker exposures at the source through technology and engineering controls. Where this is not yet possible, controls are in place to limit exposure and, where personal protective equipment is required, we ensure it provides proper protection and that it is custom-fit for body type and size.

Across our business, there is operational ownership and leadership to manage exposure risks; we have professional occupational or industrial hygienists leading these programs in all our operations. All Teck operations have exposure reduction plans that are updated annually and that are prioritized to address risks of greatest concern, including the most significant health risks (e.g., carcinogens, respiratory diseases, reproductive toxins) affecting the greatest number of our workforce. Engineered controls are emphasized in Exposure Reduction Plans (ERPs).

Our Occupational Hygiene Committee helps to guide implementation of our occupational hygiene programs. Our workforce is engaged in all aspects of our exposure

reduction initiatives and is a valued and essential partner to the success of those initiatives. We also support the development of our occupational hygiene professionals through external and internal educational opportunities.

Teck has been using real-time particulate monitoring (RTPM) technology to help identify tasks and activities that contribute to particulate exposures. This information is assisting us with better focusing our exposure reduction efforts on those specific tasks and activities associated with generating particulate exposures.

Despite best efforts, some employees may be exposed to risks such as noise or silica dust that can cause longer term health impacts. Therefore, as part of our Occupational Health Program, Teck has medical assessment programs (MAP) in place to screen for early evidence of any illness. Our operations are supported to identify improvement opportunities for their MAPs and features as a component of our bonus program.

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

Learning Organization

Promote a learning organization by building capacity and improving knowledge-sharing.

Promoting a learning organization includes embracing new technologies, refining processes, and fostering an environment where every employee is empowered to contribute to safety improvements. Teck is advancing health and safety learning, with initiatives underway that include embracing efficient and timely communication, refining our processes, exploring new technologies, and fostering an environment where every employee is empowered to learn from our incidents and to contribute to safety improvements.

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

Beyond our own incidents, learning from others is another source of improvement. We are dedicated to creating communities of practice for identified areas of risk and to providing a platform for our employees to share knowledge, learn from one another, and collectively align and enhance our health and safety standards.

At an industry level, Teck has helped support the ICMM to create focused working groups in the areas of health and hygiene to develop standards, identify best practices and create global learning hubs.



Fording River Operations, Canada. 2013.

Coaching, Reporting and Governance

Strengthen alignment of health and safety practices by providing coaching, assurance, governance, standards and reporting.

We continuously monitor, govern and improve the health and safety aspects of Teck's sustainability management system. We recognize the importance of timely insights and data-driven decision-making, and the advantages that these present in respect to the management of health and safety, and continue to strengthen reporting and data analytics capability.

We track and report all safety incidents to Teck management. Teck classifies significant incidents as High-Potential Incidents (HPIs),¹ Serious HPIs, or Potentially Fatal Occurrences (PFOs).² There is a defined management process that is followed at each level. We are committed to investigating all significant incidents to comprehensively understand root causes and implement prioritized action plans to mitigate against recurrences. We also report health and safety incidents publicly in our annual Sustainability Report.

Health and Safety Culture and Community

Advance a courageous and caring health and safety culture and promote psychological safety, mental health and well-being, build communities of practice, and recognize and celebrate engagement and excellence around health and safety.

Helping to advance a courageous and caring health and safety culture is Teck's cornerstone program: Courageous Safety Leadership (CSL). This interactive training focuses on exploring values, beliefs and attitudes towards health and safety, and asks individuals to set personal commitments to work in a healthy and safe manner. The program, which launched in 2009, seeks to empower every employee to be a leader in health and safety and to play an active role in their own health and safety, as well as the health and safety of others. We currently continue to offer our introductory CSL program to all new employees, regardless of role, and we are implementing a new CSL 5

program for current employees that focuses on the power of positive health and safety actions.

Our employee benefits programs provide access to a variety of wellness services, including counsellors, and nutrition planning. Our Employee Family Assistance Program, which is available globally for all employees and their dependents, provides resources and support to help maintain good mental health and overall wellness. The program provides access to a wide range of confidential support services for mental, financial, physical and emotional well-being. See [Our Approach to Our People and Culture](#) for more information on supporting mental well-being at Teck, and other employee well-being initiatives.

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, our operations convene health and safety forums and committees to provide opportunities for our employees to report and resolve workplace hazards. 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 Our People and Culture](#) for a description of our employee feedback and grievance mechanisms.

¹ A High-Potential Incident (HPI) is an incident that has a reasonable likelihood to have caused a serious, permanently disabling or fatal injury. Teck uses an HPI Classification Model to assess and determine HPIs, including Serious HPIs and Potentially Fatal Occurrences.

² A Potentially Fatal Occurrence is an undesired, high-potential occurrence with the reasonable likelihood to have, under slightly different circumstances, resulted in a fatal injury to an employee or contractor.

Teck’s 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 Conduct](#). Workers also can provide feedback on numerous aspects of health and safety at Teck by participating in the triennial health and safety culture survey.

Teck’s [Expectations for Suppliers and Contractors](#) include our expectations for supplier health and safety systems and practices. We expect the same or more stringent health and safety standards than those of Teck to be applied and upheld by suppliers, and for suppliers to strive for continual improvement in safety performance by regularly reviewing and updating their safety programs. Teck’s Sustainability Standards outline how health and safety is integrated into supplier selection, as well as Teck’s requirements for oversight of supplier/contractor health and safety programs.

Our Targets and Commitments

Our sustainability strategy outlines our goals in relation to continuously improving health and safety at our operations.

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

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

We report on our performance against goals related to health and safety, and on metrics such as work-related fatalities, occupational disease cases and related fatalities, total recordable injury frequency, lost-time injury frequency, high-potential incident frequency and a range of other indicators on an annual basis in our [Sustainability Report](#).

Assurance Related to Health and Safety

Teck takes an effective, efficient, risk-focused and integrated approach to assurance activities, which ensures internal controls are appropriately designed and operating effectively. These assurance activities include:

- Risk assessments and control verification at sites and in business units
- Sustainability internal audits and mid-term effectiveness reviews conducted at sites by Teck’s Sustainability Assurance team
- Corporate annual internal audits conducted by Teck’s Assurance and Advisory team
- External assurance by independent auditors for relevant regulatory and voluntary membership requirements

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

Assurance Related to Health and Safety

Type	Organization	Items Reviewed
Internal	Teck (risk-based sustainability audits)	<ul style="list-style-type: none"> • Adherence to regulatory and permit requirements • Effectiveness of controls based on risk profile • Sustainability Standards
External	International Council on Mining and Metals: Sustainability Report assurance and Performance Expectations	<ul style="list-style-type: none"> • Number of fatalities • Number of Lost-Time Injuries • Lost-Time Injury frequency • Total occupational disease rate (per 200,000 hours) • High potential incident (HPI) frequency (per 200,000 hours) • Principle 2: Integrate sustainable development in corporate strategy and decision-making processes (Performance Expectation 2.2) • Principle 5: Pursue continual improvement in physical and psychological health and safety performance with the ultimate goal of zero harm (Performance Expectation 5.1 and 5.2)
External	Mining Association of Canada: Towards Sustainable Mining Assurance	<ul style="list-style-type: none"> • TSM Safety and Health Protocol
External	The Copper Mark	<ul style="list-style-type: none"> • Issue area 12: Occupational Health & Safety • Issue area 23: Community Health & Safety