## CORESafety Safety and Health Principles

Participant CORESAFETY®
Committed to Excellence in Mining Safety

### Principle 1 – Leadership Development

Identifying and developing employees in leadership positions who can:

- Influence safety and health performance improvement.
- Positively and knowingly affect safety culture.
- Help the organization achieve zero fatalities and 50% reduction in injury rate within 5 years (0:50:5) objective.

### Principle 2 – Responsibility and Accountability

An accountability system ensures all employees understand their specific roles and responsibilities and act consistently on those responsibilities.

- Setting appropriate safety and health goals.
- Assuring all employees understand their safety and health management roles and responsibilities.
- Providing sufficient resources.
- Employing appropriate tools to measure and review for continuous improvement.
- Applying positive and negative consequences relative to performance against responsibilities.

### Principle 3 – Management System Coordination

A safety and health management system (SHMS) needs a system plan and someone to help steer and actively manage the system on its path forward. An SHMS is the repeatable, integrated processes, procedures and actions that result from the system plan.

- Assigning responsibility for development and management of the Hecla safety and health management system (System Leader).
- Integrating the safety and health management system into other company systems such as mine planning, operations, maintenance, contract management, human resources, information technology and others.

## Principle 4 – Fatality Prevention / Risk Management

Assessing and prioritizing risks associated with hazards and emphasizing risks that could have catastrophic, including fatal, consequences.

- Identifying and reviewing all safety and health hazards.
- Applying controls systematically.
- Verifying controls remain effective over time.

## Principle 5 – Training and Competence

Education (knowledge) and training (knowing how to apply knowledge) are essential to an effective Safety and Health Management System (SHMS). Workers who know how to do their job understand the hazards and risks of their assigned tasks and apply their knowledge and skills are far less likely to be injured or become ill from occupational disease.

- Assessing training needs based on level, knowledge and skills required for each task.
- Ensuring workers know how to do their jobs.
- Ensuring workers know the hazards and risks of their assigned tasks.
- Verifying worker competency through demonstrations.

## Principle 6 – Emergency Management

Planning for and responding appropriately to emergency and crisis situations through emergency prevention and action plans.

- Resource allocation
- Training Emergency response communications and coordination
- Recovery

## Principle 7 – Cultural Enhancement

Culture is driven through leadership and is cascaded through the entire organization. As a result, the attitudes, actions, behavior and communication of managers have the greatest impact on safety culture, but not to the exclusion of workers who sustain the culture.

- Identifying desired safety culture characteristics
- Assessing strengths and weaknesses
- Developing and implementing a culture improvement plan

## Principle 8 – Collaboration and Communication

Safety lives in conversation. The more people talk it, the more safety performance improves. One of the most important forms of communication is collaboration involving managers, miners, other workers and stakeholders in the safety decision-making and problem-solving process.

- Fostering effective two-way communication and involvement among all employees in safety and health decision making and problem solving.
- Ensuring that all relevant safety and health information is shared through open, transparent and frequent communications.

## Principle 9 – Reinforcement and Recognition

People are more effectively motivated by positive reinforcement than with negative consequences. Positive reinforcement can be formal (reward, symbolic recognition, public recognition, etc.), but is often most effective when leaders see people doing things right.

- Using formal and informal positive feedback and rewards.
- Recognizing and reinforcing behaviors and actions that contribute to good health and safety performance.

## Principle 10 – Resources and Planning

Managing and aligning human resource activities to achieve the 0:50:5 objectives.

- Hiring standards
- Conditions of employment
- Employee assimilation
- Collective bargaining agreements
- Succession planning
- Corrective discipline policy

## Principle 11 – Change Management

Changes that occur in the operation or related facilities should not introduce new hazards, negatively change the risk rating of existing hazards or degrade controls. This is accomplished through a process called "change management."

- Identifying changes in the organization and at the operation that may introduce new risk or increase unacceptable risk by proactively looking for and controlling change at every level of the organization and across functional areas, including emergency management.

## Principle 12 – Work Procedures and Permits

Integration of safety and health into operations and maintenance through the use of safe work procedures and permits to work.

- Organizing and conducting work in a predictable manner.
- Specifying ways to carry out an activity or process.
- Using more controlled procedures for those activities or processes that are high risk or require a permit.

## Principle 13 – Occupational Health

Occupation health should be treated on par with worker safety. Strong performance on occupational health is accomplished by anticipating, recognizing, evaluating and controlling occupational health hazards leading to illness.

- Anticipating, recognizing, evaluating and controlling occupational health hazards leading to illness.
- Applying appropriate new technologies, with an emphasis on exposure assessment and medical surveillance.

## Principle 14 – Incident Reporting and Investigation

Integrity in reporting and timely investigation are critical steps for the prevention of future occurrences.

- Understanding and reporting recordable/reportable incidents.
- Investigating all incidents, including relevant near misses, to establish root cause, as appropriate.
- Capturing lessons learned/root cause data for management review and communication to employees.

## Principle 15 – Behavior Optimization

It is important to optimize behavior because carefully designed and effectively implemented work procedures that are not complied with still have substantial potential for increased injury and incidents.

- Educating all employees on the causes of safe and unsafe behavior.
- Developing an observation and feedback process.
- Emphasizing how to control behavior and intervene with co-workers.

## Principle 16 – Safety and Health Management Assurance

Operations should be in full compliance with statutory and regulatory requirements to ensure value-added regulations are leveraged.

- Establishing a procedure to assess compliance with applicable legal requirements.
- Maintaining current information.
- Developing an improvement cycle that is integrated with the Company's safety and health management system.

## Principle 17 – Assurance

It is necessary to periodically assess implementation of and conformance with the expectations of the Safety and Health Management System (SHMS) to assure an adequate structure exists to analyze the fitness and effectiveness of the SHMS. This process should be managed by

senior management and may involve both internal and external audits and assessments. Where nonconformance is identified, corrective action should be taken to ensure continual improvement in both SHMS effectiveness and the resulting safety and health performance.

- Implementing a process to assure internal and external stakeholders of the adequate structure, fitness and effectiveness of the safety and health management system.
- Ensuring management is using assurance information to determine how to improve the safety and health management system.
- Providing for corrective action and continual improvement based on senior management direction.

## Principle 18 – Documentation and Information Management

A documentation and information system should be established and maintained to record appropriate safety and health management records.

- Collecting appropriate safety and health data for leading and lagging performance metrics.
- Establishing and maintaining appropriate safety and health management records.

## Principle 19 – Engineering and Construction

New operations and modifications to existing facilities should be designed, procured, constructed and commissioned to promote good safety and health performance throughout the operational life of the operation, mine and/or processing facility by applying recognized engineering standards, procedures and management systems.

- Designing, procuring, constructing and commissioning new mines, facilities and modifications to existing facilities to promote good safety and health performance throughout the operational life of the facility.
- Integrating the "hierarchy of controls" and good design principles to minimize new mine, facility or modification risk to the lowest level reasonably achievable.

## Principle 20 – Contractor Management and Purchasing

The selection and monitoring of contractors and suppliers and for the supply of information to those parties shall be developed to allow those parties to implement applicable safety and health principles to promote the safety and health of their employees. The purchase and supply of materials, equipment, and services shall be specified and monitored so that safety and health requirements are implemented.

- Ensuring all company-sponsored project proposals include safety and health management criteria or requirements.
- Pre-screening contractors for acceptable safety and health management experience, qualifications and procedures.
- Ensuring all contractors and third parties are aware of your organization's safety and health management requirements and expectations.