



CLEVELAND-CLIFFS INC. & ASSOCIATED COMPANIES

SAFETY POLICY

Cleveland-Cliffs Inc. is committed to protecting the occupational health and well-being of each employee and to conserve property from loss. Our core value of Safe Production is integral to everything we do and sustainable through effectively identifying and mitigating risk. It is our expectation that every employee join in a personal commitment to safety, occupational health and loss prevention in all our activities.


STATEMENT OF POLICY

In fulfilling our commitment to safety, we shall use our best and continuing efforts to:

- A. Identify, evaluate, and eliminate health and safety hazards to ensure risks are controlled through elimination, substitution, engineering, administrative or personal protective equipment.
- B. Preserve an effective process for preventing all work related injuries and illnesses by utilizing our Take 5 hazard recognition process.
- C. Maintain and promote a strong safety culture that requires visible leadership with clear accountability.
- D. Provide appropriate and effective training, including hazard identification, workplace ergonomic exposures, handling of chemicals and others so that everyone is able to work safely.
- E. Investigate all incidents in order to eliminate causation and prevent recurrence.
- F. Promote a culture where work is paused when it is unsafe or exposures are high.
- G. Maintain a process for setting measurable health and safety performance objectives and monitor effectiveness through regular reviews and reporting.
- H. Anticipate possible emergencies and maintain effective emergency preparedness plans.
- I. Comply with all legal and other applicable requirements.
- J. Monitor effectiveness and continually improve health and safety management systems.
- K. Preserve collaborative working relationships between all employees, unions, and management.
- L. Maintain adequate maintenance standards, procedures and practices to ensure that machinery and equipment remain safe to use.
- M. Ensure that effective fire protection strategies are in place to extinguish, control, and prevent the spread of fire and that such controls are monitored and maintained.

To minimize health and safety risks, management at each of our sites will implement and train on health and safety procedures and protocols specific to their locations. Our safety personnel assist management in monitoring this Safety Policy and the site-specific safety procedures and protocols.

Our success in this area is primarily dependent on individual attitudes, behaviors, practices and accountability. Constant planning, personal awareness, attention to detail, and a spirit of cooperation and positive thinking are essential to achieve our stated safety and health goals. Performance will be continuously measured and periodically evaluated to determine areas requiring improvement and the results shared with stakeholders.



Lourenco Gonçalves
Chairman, President and CEO
Cleveland-Cliffs Inc.