



To constantly reinforce the need for safety, every mine employee's ID badge includes two important messages:

- 1 Ensure a safe work environment where each person returns home safe and healthy.
- 2 Control all activities of high potential risk to achieve zero harm to our people's health.

## Building a Safety Culture

Our Safety, Environment and Social Responsibility policy states our commitment to zero harm. Oversight of health and safety is the responsibility of the Operations Committee of the Board of Directors. Health and safety performance is presented and discussed with the COO at least weekly.

Employees have the Right of Refusal, and are instructed to refuse any task where the safety controls measures are insufficient. A form that can be completed to formalize a refusal is available as part of their Preliminary Task Analysis (APT) booklet that they carry with them at all times.

The Brazilian Labour Code, which follows the International Labour Organization's models, lists the requirements, rights and duties of employers and workers to guarantee safe work and prevent occupational diseases and accidents.

### Safety Management System

Largo's Safety Management System is not formalized (like ISO 45001) but it does include many measures similar to ISO systems. We employ a Plan-Do-Check-Act approach for management, and expect continuous improvement of our Occupational Health & Safety performance. The Plan-Do-Check-Act cycle, which is part of all ISO safety management systems, includes risk assessments, roles and responsibilities, programs and procedures, inspections and audits, incident investigations and actions, emergency response plan and drills, and laggings and leading KPIs for monitoring. The system includes formal procedures for employees and contractors.

Regulations state the minimum size for a safety team, but ours is almost double the legislated minimum. The team includes a safety engineer, five safety technicians for specific areas, an admin assistant, an Occupational Health physician, a nurse and five nursing technicians.

A key component of our system is that each manager is responsible for the health and safety of their team and working environment. Every year, they must complete every one of their planned Leadership Inspections, with overall results averaging 80% or higher.

## Joint Safety Committee

The mine's joint health and safety committee is CIPAMIN (Comissão Interna de Prevenção de Acidentes na Mineração, or the Internal Committee for the Prevention of Accidents in Mining). It includes elected worker representatives, ensuring they have a voice. The CIPAMIN meets monthly, to review data and statistics and follow progress on action plans.

## Risk Management Program

The Risk Management Program document describes the operational activities and functions for all areas, equipment installed, exposures, controls, risk assessments and Emergency Response Plans. All activities are mapped for risk factors (physical, chemical, biological, accidents and ergonomics), and controls, following the hierarchy of controls.

The Risk Inventory is updated every year, including lessons learned from incident investigations or emergency drills (simulations). The Annual Action Plan is updated with results and new actions. Largo is also responsible for the preliminary evaluation of any hazards in new projects or and a management of change procedure is in place

## Five Golden Rules for Safety

The Five Golden Rules for Safety is an integral part of our safety culture, addressing basic safety requirements and carrying prescribed consequences in case they are not followed. Throughout the mine, signage campaigns reinforce the importance the Five Golden Rules and the use of the required Personal Protective Equipment (PPE).

Specific training and "permits to work" are required for higher-risk tasks (working at height, confined space, load lifting, etc.)

All standard operating procedures include a safety section outlining required Personal Protection Equipment (PPE), any special "permits to work" that may be required, and a reminder of the Five Golden Rules. For any activity that doesn't have a formal procedure in place, employees are trained to do a preliminary risk analysis. They carry a notebook with the appropriate forms (which also includes forms for Incident Reporting and Right to Refuse).

## Inspections and Audits

Safety dialogues take place daily and a variety of inspections and audits is in place including Management inspections and Permit to Work audits.

## Training Programs and Protective Equipment

All workers receive mandatory health and safety training on the Five Golden Rules, First Aid, identified health and safety risks, risk assessments, ergonomics, proper use of protective equipment (individual and collective), APT for tasks that don't have a formal procedure, permits for special tasks, pandemic actions, hazardous energy control, the respiratory protection program, emergency response procedures including emergency procedures for tailings facilities and, flammable materials. All workers receive an overview of firefighting, machine guarding, rescue, working at heights and in confined spaces. The training program for safety includes reviews of past incidents and analysis, with photos for added visual impact. Specific training is given to those workers tasked to perform higher-risk activities. All training is followed by knowledge testing and training evaluation.

During our annual week-long Safety in Mining event, all our employees and contractors engage in hands-on activities and workshops to build knowledge and engagement with safety at work, at home and at leisure

The Protective Equipment Program includes both individual and collective equipment, with an inventory and cleaning program in place. Every employee's ID card shows their training accreditations and health exam status. The IDs act as passports to allow entry into restricted areas .

## Mentoring Program

The occupational health-and-safety (OHS) mentoring program for new employees was formalized in late 2020. It defines the responsibilities of the mentor, human resources and safety functions and the employee's home department. The mentors are carefully selected and trained for the role. After going through the initial training, new employees have a designated mentor for a period of four months. During this period, the mentor is available to provide technical and general information about the company and procedures, and feedback on the employee's performance. The mentor is also responsible for conducting a formal evaluation related to 13 OHS topics every 15 days to monitor their mentee's progress. At the end, the employees "graduate" from the program by receiving a hardhat with a different colour.

## Incident Reporting

When incidents occur, they are reported—as per legislation and the Collective Agreement. Injuries that result in lost time are reported to the appropriate regulatory agencies.

All incidents and near-misses are reported and investigated to determine the contributing causes.

During our investigation, we note if there is a relationship to any of Largo's Five Golden Rules for Safety so we can continue to focus on the most important and frequent root causes or activities.

We also track and analyse incidents, looking at the operational area; whether it involved an on-site contractor; and whom it was. Our system, SICLOPE, also records the incident's time of the day, so we can analyse the frequency of incidents by shift, etc. Employees with safety concerns can talk to their supervisor, a safety technician, the CIPAMIN committee or their union representative. They can call the Ethics hotline to lodge an anonymous complaint.

## Incident Investigations

Incident Investigations are performed for all incidents, with emphasis on the incidents with most severe actual and potential consequences. Investigations are done using the contributing factors tree, drilling down to the most basic (root cause) factors. Actions are planned to address the identified factors, with responsibilities and deadlines. The completion of actions is a KPI. Everything is documented in the SICLOPE platform.

## Safety Compliance for Onsite Service Providers

All service providers working onsite must follow the same safety standards as employees. Through Bancodoc, an online service, we verify their compliance in health and safety, worker training and medical exams, and we conduct comprehensive audits every six months.

Given the mine's 24/7 work schedule, fatigue is a risk, especially for equipment operators. Contractors are required to install fatigue-detection technology in mobile equipment.

## Emergency Response Plan

The Emergency Response Plan (ERP) includes 16 emergency scenarios, with appropriate control measures and protocols. Simulation drills are conducted for the various scenarios according to an annual schedule. The ERP is updated periodically, including any lessons learned during the drills. Because the nearest fire station is in Jequié, two hours away, the mine maintains a firefighting team of 50 trained people, who receive annual refresher training.

