



CLEVELAND-CLIFFS COVID-19 PREVENTATIVE MEASURES

Cleveland-Cliffs is doing the right things for the preservation of our 12,000 employees across all our mining and steel operations. Being a vital business for our country's economic stability and the local economies where we operate, Cleveland-Cliffs is committed to keeping our workforce safe while the company continues to operate. We have a company medical director on staff that is advising the management team, as well as continually monitoring all recommendations and directives from public health officials on the COVID-19 health issue.

The Company has proactively implemented many preventative measures to reduce potential exposure to the virus and to keep our people safe within the workplace. The following are some of the measures that have been implemented for cleaning, social distancing and health guidelines including:

Workplace Social Distancing

- Required all employees who are non-essential to the operations to work remotely to reduce the number of people in the workplace to the maximum extent possible while continuing to operate.
- Use of personal protective equipment, consistent with industry best practices. Many mining and steel workers already wear personal protection equipment that includes gloves, pants and jackets, protective glasses and helmets that create barriers.
- For any workplace discussions that must take place, meeting formats have been modified to allow employees to maintain at least 6 feet of distance from each other.
- Post signs and deploy caution tape in meeting and break rooms as well as buses to prevent employees from breaching social distancing requirements.
- Staggered crew start times to minimize grouping in common areas.

Increasing the frequency of cleaning and disinfecting at all Cleveland-Cliffs facilities

- Increased third party contractor services to cover all levels of the facility on a 24-hour basis.
- Cleaning supplies are available to all employees in all areas.
- Routinely clean all Company provided transportation.

In addition to the actions described above, Cleveland-Cliffs has implemented detailed health guidelines for our employees and contractors to follow including a self-reporting process. This self-reporting process is to assist with managing exposure and anyone exhibiting symptoms.

- Any employee exhibiting symptoms is not permitted in the workplace. All employees are required to conduct a self-assessment before leaving, this includes a self-check for a fever, cough or shortness of breath. Anyone exhibiting these symptoms is not permitted to come to the Company's workplace and is required to seek medical attention. All employees and all contractors working on-site have been directed as to what steps to take.
- Cleveland-Cliffs has provided all employees with access to tele-medicine so that they can get the quickest treatment possible while limiting the potential of exposing others.
- Voluntarily expanding paid-time off to provide employees with up to 10 days of additional time off with full pay for absences related to COVID-19 including for those who have not been exposed but have been designated as high-risk by the CDC due to preexisting conditions.
- If there is a reported case, Cleveland-Cliffs will handle the case with the utmost respect to privacy, while also informing potentially affected staff and health officials as required, and taking swift measures to mitigate spread of the virus.

These are but a few of the measures Cleveland-Cliffs has implemented to protect its employees. We remain committed to the health and safety of our employees and will reassess the situation continuously and adopt any necessary additional measures.