

# Inclusion, Diversity and Our People



## Inclusion, Diversity and Our People

With the nature of employment evolving and employees embracing remote working – accelerated by the COVID-19 pandemic – it is important to know how to best manage and engage an increasingly distributed workforce.<sup>17</sup> Other developments, such as an abundance of data and the need to embrace greater inclusion and diversity, are also reshaping the workforce. Companies are responding to these trends by investing in the development of employee skills, implementing internal policies, and working to attract and retain a more diverse workforce.

The mine of the future requires increasingly advanced skills and training, and leading companies recognize that a high-performing, innovative, diverse and inclusive workforce is linked to business value. At Teck, we know that supporting a diverse, safe and engaged workforce is foundational to our business. Although we faced increasingly challenging market conditions due to the COVID-19 pandemic, we remained focused on operating safely and responsibly maintaining employment and economic activity to the extent possible during this time. As such, there have been no redundancies of any Teck employees as a result of COVID-19.

We also want to be an employer of choice and a company that continues to attract, develop and retain talented and engaged employees globally. We do this by investing in our people throughout their careers and by offering a diverse and inclusive workforce. For example, as of 2020, women made up 20% of Teck's total workforce, the same as 2019, and 25% of Teck's Board of Directors are women. We are also committed to providing training and development opportunities that will enable our workforce to adapt to the increasing use of technology and innovation in our business. In 2020, we conducted a company-wide Inclusion and Engagement Survey, and the results will be used to establish a baseline for inclusion and engagement at Teck.

### GRI Indicators and Topic Boundary

102-8, 102-41, 202-103, 202-1, 401-103, 401-1, 402-1, 404-103, 404-1, 404-2, 404-3, 405-103, 405-1, 405-2, 406-103, 406-1, G4-MM4

This topic is considered one of the most material by our employees and local communities in the context of all Teck sites and the direct or indirect impacts on communities.

### How Does Teck Manage This Topic?

Information about how we manage diversity and employee relations, including relevant policies, management practices and systems, is available for [download on our website](#).

<sup>17</sup> COVID-19: It's time to rethink where, how and why we work. World Economic Forum. 2020.

## 2020 Highlights

Focused on strengthening diversity, with women making up **29%** of new hires in 2020; women now comprise **20%** of our total workforce, **20%** of senior management<sup>18</sup> and **25%** of the Board of Directors.

**\$1.6 billion**

paid to employees in wages and benefits

Named one of **Forbes World's Best Employers 2020.**

## Our Performance in Inclusion, Diversity and Our People in 2020

**Our Targets and Commitments** We are committed to having an inclusive and diverse workforce. By establishing a culture of safety, employee engagement, and support for inclusion and diversity in our workforce, we are able to do more and be more, together. As such, we consciously work to create an environment that respects and values the diversity of the people and communities around us. The following table summarizes our performance against our new sustainability strategy and goals for our people.

Sustainability Strategy Goals	Status	Summary of Progress in 2020
Strategic Priority: Foster a workplace where everyone is included, valued and equipped for today and the future		
<b>Goal:</b> Increase the percentage of women working at Teck — including women in leadership positions — and advance inclusion and diversity initiatives across the company by 2025	On track	There were 2,068 women working at Teck at the end of 2020, which represents 20% of the total workforce. In addition, 29% of total new hires in 2020 were women.
<b>Goal:</b> Equip our employees for future workplace and leadership needs, including upskilling and reskilling, by investing \$200 million in training and skills development programs by 2025	On track	109 leaders completed one of our four leadership development programs. \$34 million invested in training and development.
<b>Goal:</b> Expand employee engagement opportunities, including employee-driven community initiatives and a company-wide feedback program, by 2025	On track	Conducted a company-wide Inclusion and Engagement Survey, providing all regular and fixed-term employees with an opportunity to provide valuable insight into how Teck can improve its inclusion and diversity engagement initiatives. The survey results will help establish a baseline for inclusion and engagement at Teck.

<sup>18</sup> See page 89 for the definition of Senior Management.

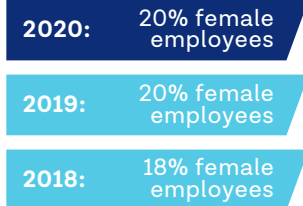
## Key Performance Indicators

### Indicator

% of women working at Teck

### Target

Increase % of women at Teck

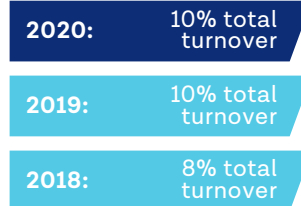


### Indicator

% of total employee turnover

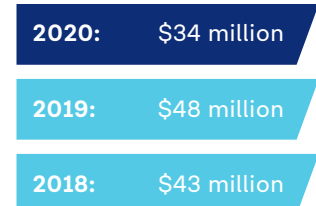
### Target

Keep total employee turnover under 10% each year



### Indicator

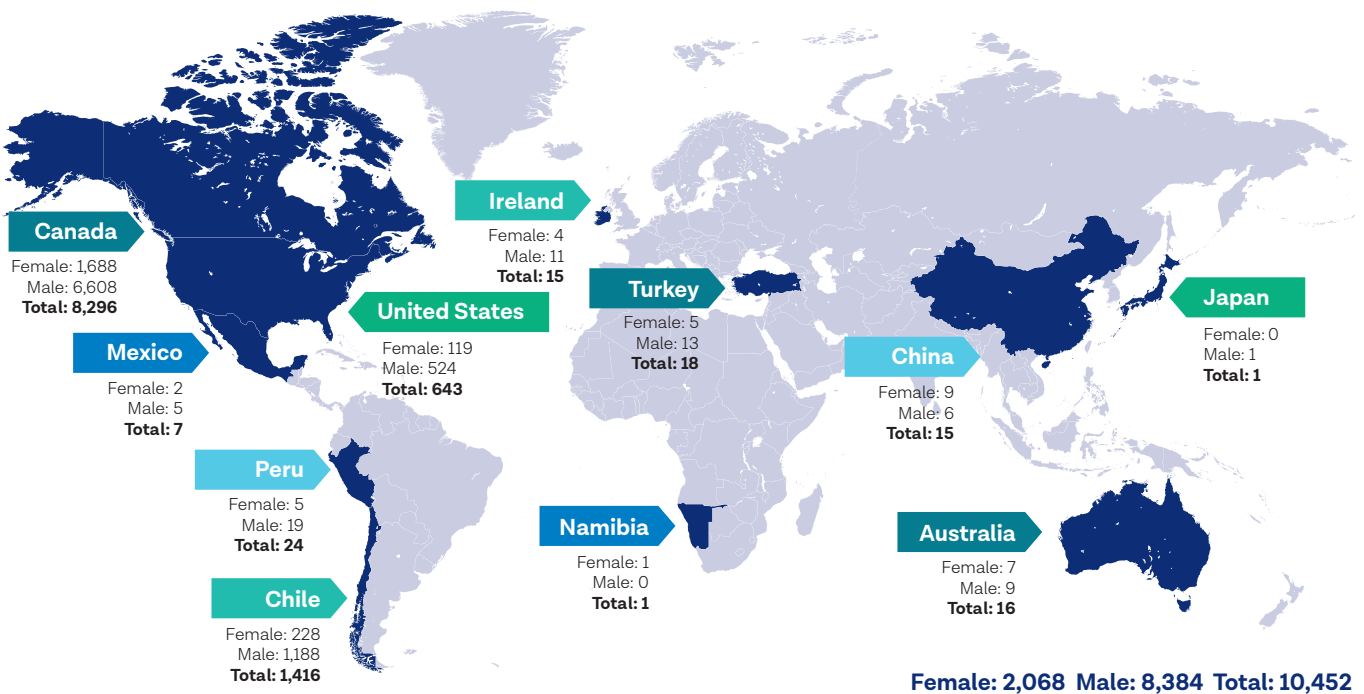
Annual investment spend on training



## Global Workforce Demographic

At the end of 2020, there were 10,452 employees, temporary and permanent, working at Teck operations and offices.

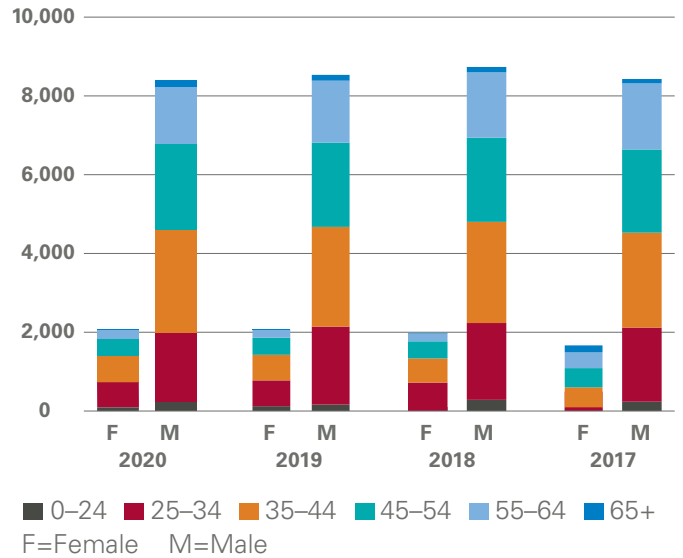
Figure 19: Global Workforce in 2020



**Figure 20: Global Workforce by Employment Level**



**Figure 21: Global Workforce by Age and Gender**



## Our COVID-19 Response

We are focused on operating safely and responsibly, and on maintaining employment and economic activity to the extent possible during the COVID-19 pandemic. We provide regular updates to employees on preventive measures, COVID-19 symptoms, protecting themselves and others, and how to self-assess before coming to work. See page 55 of the Health and Safety section for more details on preventive measures implemented across our offices and operations.

### Sick Leave

We expanded the coverage of sick leave benefits for regular employees so that anyone required to self-isolate remains eligible for sick leave benefits with no waiting period. We also eliminated the waiting period to support employees in staying home and immediately receive sick pay benefits if they were feeling unwell, had just returned from international travel or had exposure to someone suspected of having COVID-19.

### Workplace Flexibility

Along with our existing family-friendly policies and programs, we implemented remote work wherever feasible, as part of our response to COVID-19, with a focus on supporting working parents and employees

with underlying health conditions. A global Flexible Work Task Force and an Executive Steering Committee have been put together to identify opportunities to implement expanded flexible work guidelines beyond the COVID-19 pandemic.

### Supporting Mental Well-Being

In 2020, we expanded the Employee Family Assistance Program (EFAP) for all employees and their dependents globally to support overall wellness, including mental health. This benefit will remain in place beyond the current pandemic period. We also launched telehealth services in the U.S., Canada and Chile, where the vast majority of our employees are located. In Canada, we also expanded the Best Doctors Mental Health Navigator program to provide additional mental health guidance for employees and their families (including parents and in-laws).

We continue to raise awareness on mental health through mental wellness webinars, including *Understanding Suicide* and *Balance and Burnout: Unplugging During Challenging Times*. These webinars were recorded and made available for employees and their families to access.

## Case Study: Promoting Mental Health Awareness with Wellness and Learning Programs

At Teck, mental health is an important component of our goal of everyone going home safe and healthy every day. In 2005, Teck's Inspiring Wellness and Learning Programs Committee was originally established at Trail Operations. The Mental Health Awareness Crew Talks and Safe and Sound 2 are two such programs initially conducted at Trail that have now been expanded to other operations, including Elkview, Line Creek, Greenhills, Highland Valley Copper, Red Dog and Pend Oreille, and to our corporate head office. In addition, various health and wellness initiatives, including mental health awareness training, health screening events and

family programs have been implemented across Teck. Teck is currently in the process of developing a company-wide Mental Health Policy to further support existing initiatives. In 2020, Teck implemented new and expanded services to help support our people during the COVID-19 pandemic. This includes providing our employees and their families in Canada, the U.S. and Chile with access to virtual health services to speak with, and seek advice from, clinicians, including psychologists and psychiatrists, about medical or mental health concerns. Read the full case study at [teck.com/news/stories](https://teck.com/news/stories).

## Labour Relations

In total, 53.5% of our workforce was unionized in 2020. Table 25 presents a list of collective bargaining agreements covering unionized employees at our principal operations (including Antamina). In 2020, we reached a new agreement with the International Union of Operating Engineers, Local 115, at Line Creek. Negotiations are underway regarding a new collective agreement at Elkview.

Teck is working closely with our unions, particularly our largest union, the United Steelworkers, on implementing extensive preventive measures in response to COVID-19 to safeguard our employees and to support community efforts to limit transmission. In early 2020, we temporarily reduced crew sizes at our operations; however, all hourly employees in these jurisdictions continued to be paid during that period.

**Table 25: List of Collective Agreements**

Operation	Expiry Dates
Antamina	July 31, 2021
Carmen de Andacollo	September 30, 2022 (Operators' Union) December 31, 2022 (Supervisors' Union)
Elkview	October 31, 2020
Fording River	April 30, 2021
Highland Valley Copper	September 30, 2021
Line Creek	May 31, 2024
Quebrada Blanca	January 31, 2022 (Union Admin) November 30, 2022 (Union 1) March 31, 2022 (Union 2)
Trail	May 31, 2022

## Talent Attraction

In early 2020, prior to COVID-19-related restrictions, Teck conducted recruitment events in several communities near our operations. However, we later modified our approach to conduct a virtual Campus Coffee Conversations program for targeted students from post-secondary institutions across Canada and we utilized social media to amplify our engagement. Teck also had a recruitment presence at several virtual events, including events hosted by the Mining Industry Human Resources Council (MiHR) and the Canadian

Institute of Mining, Metallurgy and Petroleum (CIM). These and other activities help ensure Teck attracts top talent and a sufficient volume of applications to fill vacancies, with a focus on co-op students and professionals-in-training (e.g., Engineers and Geoscientists).

In 2020, 29% of total new hires (349) were women. For a breakdown of new hires by age group and gender, as well as by employment type, see our online [2020 Sustainability Performance Data](#).

**Table 26: New Hires by Age Group, Country and Gender in 2020<sup>(1)</sup>**

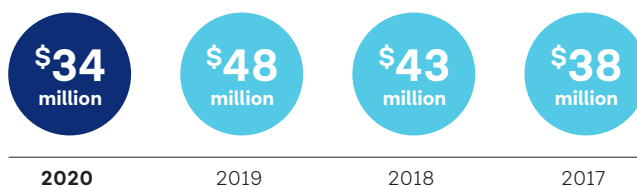
	Country	Under 30 years	30 to 50 years	Over 50 Years	Total
Female	Canada	138	121	19	278
	United States	17	19	2	38
	Chile	3	27	1	31
	Turkey	2	0	0	2
	<b>Female Total</b>	<b>160</b>	<b>167</b>	<b>22</b>	<b>349</b>
Male	Canada	273	277	47	597
	United States	43	49	13	105
	Chile	8	106	18	132
	Australia	0	2	0	2
	Turkey	0	0	1	1
	<b>Male Total</b>	<b>324</b>	<b>434</b>	<b>79</b>	<b>837</b>
<b>Grand Total</b>		<b>484</b>	<b>601</b>	<b>101</b>	<b>1,186</b>

(1) Includes regular, fixed-term and casual employees, and students.

## Retention, Training and Development

Teck is committed to the ongoing development of our people, with a focus on leadership development, safety training, new-hire training, cross-training, refresher training and knowledge transfer. We track training hours for activities related to the further development of employees' skills. These hours can include training provided by Teck trainers and/or external consultants; it does not include basic compliance training. In 2020, 92.9% of employees at Teck received training. While some training was deferred or cancelled initially due to the COVID-19 pandemic, we conducted several programs using an online format, including Leading for the Future, our leadership development program for supervisors and a two-month pilot on remote leadership knowledge and skill development. We plan to expand these programs in 2021.

**Figure 22: Investment Spend on Training** (millions)



**Table 27: Average Hours of Training per Employee**

Type	2020	
	Male	Female
Hourly	68	58
Staff	24	16
<b>Total</b>	<b>92</b>	<b>75</b>

## Employee Turnover

For an overall understanding of workforce dynamics and changes, we track employee turnover, including voluntary resignations, involuntary layoffs and retirements. In 2020, total turnover was the same as in 2019. Non-voluntary turnover was higher in 2020 as a result of the planned closure of Cardinal River Operations.

**Table 28: Employee Turnover<sup>(1)</sup>**

	2020	2019	2018	2017
Voluntary Turnover Rate	5.1%	6.5%	6%	6%
<b>Total Turnover</b>	<b>10%</b>	10%	8%	9%

(1) Employee turnover data includes regular employees only.

**Table 29: Return to Work and Retention Rates after Parental Leave**

	2020		2019		2018	2017
	Female	Male	Female	Male		
Number of employees who took parental leave	80	177	69	86	134	123
Number of employees who returned to work after parental leave ended <sup>(1)</sup>	65	162	46	92	124	111
Number of employees who returned to work after parental leave ended and who were still employed 12 months after their return to work <sup>(1)</sup>	37	81	49	61	NA	NA
Return to work rate of employees who took parental leave (%) <sup>(2)</sup>	81%	92%	67%	107%	93%	90%
Retention rate of employees who took parental leave (%) <sup>(3)</sup>	84%	89%	94%	87%	88%	92%

(1) Includes employees returning from parental leave in the prior reporting period.

(2) Return to work rate is the total number of employees who returned to work after parental leave, expressed as a percentage of total number of employees due to return to work after taking parental leave.

(3) Retention rate is the total number of employees retained 12 months after returning to work following a period of parental leave, expressed as a percentage of total number of employees returning from parental leave in the prior reporting period.

## Performance and Development Management (formerly known as Building Strength with People)

Performance and Development Management (formerly known as Building Strength with People – BSWP) is a process by which salaried employees have regular performance reviews, development planning and career conversations with their supervisors. We conduct a survey of participants once every two years to evaluate the effectiveness of the program and their satisfaction with leadership engagement from 0% to 100% in each of the three categories of the framework. In 2020, we focused on improvements based on the employee feedback we received in our 2019 survey, which included adding new training resources to improve the employee experience with regard to performance, development and career conversations.

### Leadership Development

Teck's approach to leadership development is primarily focused on four programs: Leading for the Future, Leading for Excellence, Leading Together and Emerging Leaders. During the COVID-19 pandemic, we changed the programs

that had commenced in 2019 to a virtual format. As such, one new cohort of Leading for the Future was delivered in 2020. We are currently coordinating our 2021 schedule to develop inclusive leaders in a remote work environment.

Outside of these programs, each business unit also provides separate leadership development opportunities. For example, at our Red Dog Operations, an Accelerated Leadership Development program was launched, in which emerging future leaders and NANA shareholders were selected to participate in a nine-month development program that includes leadership training, coaching and mentoring. At our Highland Valley Copper Operations, a comprehensive Supervisor Training program was launched, which targeted new and future supervisors.

### Engaging Employees through Our Company Magazine

Teck's Connect magazine is our source for company-wide communications. In this quarterly publication, we highlight employee achievements, community engagement activities, a letter from our CEO and much more. Visit [teck.com/connect](https://teck.com/connect) to read the current volume and archived volumes of Connect.



## Inclusion, Diversity and Equal Opportunity

In 2020, we continued to work towards building a diverse workforce that includes more women, Indigenous Peoples, persons of colour, persons with disabilities and LGBTQ2S+ community members. We are focusing on a number of

initiatives tied to the six areas of our Inclusion and Diversity Plan shown in Table 30 below. For information about Indigenous employment in 2020, see the Relationships with Indigenous Peoples section on page 66.

**Table 30: Implementation of Inclusion and Diversity Plan**

Area of Inclusion and Diversity Plan	2020 Example Activities
1. Develop our people – grow a culture of inclusion that values diversity	Inclusive leadership skills have been incorporated in our leadership development programs to promote a culture that values equity, diversity and inclusion.
2. Measure and report	Tracked the percentage of women within the workplace to ensure we are aligned against our objectives for attraction, retention and development of women at Teck.
3. Attract the right people – strengthen our recruitment practices	Reviewed our recruitment and retention information so that our approach to Human Resources reflects non-binary identification.
4. Foster a more inclusive culture and increase employee engagement	Conducted a company-wide Inclusion and Engagement Survey; survey results will help establish a baseline for inclusion and engagement at Teck, as well as inform work underway as part of the Inclusion and Diversity Strategic Plan.
5. Remove systemic barriers and biases – make processes more inclusive	Implemented Gender-Inclusive Language Guidelines for corporate materials to support inclusive communications. A thorough review of Human Resources policies and practices continues into 2021 as initial timelines for this work were disrupted due to the company-wide response to the COVID-19 pandemic.
6. Continue to build our brand as an inclusive and diverse company	Participated in industry events and supported initiatives that focus on inclusion and diversity within the industry and the communities in which we work.

### Case Study: Celebrating Pride at Teck

At Teck, we recognize that our diversity contributes to building a stronger workforce and a better company. Celebrating pride is part of how we continue to build a workplace rooted in a foundation of respect for our differences, irrespective of our sexual orientation, gender identity, or expression. In 2020, we launched the 'Our Pride. Our Teck.' campaign to celebrate Pride 2020 and further our commitment to inclusion and diversity. Through this campaign, Teck recognized and celebrated LGBTQ2S+ employees and allies, as well as the pride networks in the communities where we operate. It created an opportunity to hear the stories of LGBTQ2S+

employees, strengthen our sense of community, and contribute to the health and vibrancy of our workplace. We also updated our Human Resources procedures and practices to support representation of all gender identities, and started a Pride Network for LGBTQ2S+ employees and allies in support of attracting and supporting a diverse employee network. Moving forward, Teck is committed to strengthening and enhancing our work to promote diversity and to being a corporate ally to our LGBTQ2S+ employees and community members. Read the full case study at [teck.com/news/stories](https://teck.com/news/stories).

## Representation of Women at Teck

There were 2,068 women working at Teck at the end of 2020, which represents 20% of the total workforce, similar to 2019. In addition, 29% of total new hires (349) in 2020 were women.

At the end of 2020, women represented 30% of Independent Board Members and held 50% of Board leadership positions (Chair of Board/Board Committee).

**Table 31: Women in Leadership and Technical Positions Category**

	2020	2019	2018	2017
Board of Directors	25%	31% <sup>(2)</sup>	25% <sup>(2)</sup>	21%
Senior Management <sup>(1)</sup>	20%	19% <sup>(2)</sup>	20% <sup>(2)</sup>	10% <sup>(2)</sup>
Management	19%	18% <sup>(2)</sup>	18% <sup>(2)</sup>	17% <sup>(2)</sup>
Operational or Technical Positions	13%	13%	12%	10% <sup>(2)</sup>
Of the Operational or Technical Positions, the % in Leadership Positions	7%	7%	7%	6%

(1) Senior management includes leadership and officers at Teck but does not include the Board of Directors.  
 (2) Data has been restated based on improvements in calculations.

## Case Study: Apprenticeship Program at Carmen de Andacollo

Empowering women and supporting their career growth in mining has been a key commitment of Teck's Carmen de Andacollo apprenticeship program. The locally focused program is aimed at contributing to participants' comprehensive growth in the mining field through experiential learning. It also has a unique recruitment requirement; at least 50% of apprentices selected must be women from the Andacollo community. This initiative, which promotes gender parity in the apprentice selection process, is specifically designed to support the greater

inclusion of women in mining. Apprentices who perform well during their internship, display a proactive attitude towards their work and show interest in learning are often successful in finding employment at the end of the program. Since 2010, more than 320 women have benefited directly from this innovative program that helps build careers, starting at an introductory intern level and moving through to industry employment opportunities. Read the full case study at [teck.com/news/stories](https://teck.com/news/stories).

## Remuneration at Teck

Teck is committed to providing a fair living wage to all employees at our operations. For our hourly employees,

see Table 32 for the ratios of entry level wage compared to local minimum wage by gender.

**Table 32: Entry Level Wage Compared to Local Minimum Wage<sup>(1),(2)</sup>**

Countries	2020		2019		2018	
	Male	Female	Male	Female	Male	Female
Canada	2.3 : 1	2.3 : 1	2.4 : 1	2.4 : 1	2.5 : 1	2.5 : 1
United States	2.2 : 1	2.2 : 1	2.2 : 1	2.2 : 1	1.5 : 1	1.5 : 1
Chile <sup>(3)</sup>	1.9 : 1	1.9 : 1	2.4 : 1	2.4 : 1	2.6 : 1	2.6 : 1

(1) For Canada, Teck wages are compared against the B.C. minimum wage. For United States, Teck wages are compared against the Alaska minimum wage. In Chile, they are compared against the national minimum wage. Teck provides competitive wages that are above the local minimum for all employees.  
 (2) The figures represented in this table are for hourly employees, who make up approximately 65% of our workforce. This does not include contractors.  
 (3) The figures representing Chile are for the lowest paid operations role, as Chilean operations do not have hourly employees.

In 2020, we conducted a living wage review for all our salaried employees in Canada, the U.S. and Chile, where our operations are located. The review was conducted by comparing the hourly rate of the lowest-paid employee in each jurisdiction to the living wage information available through external data sources.<sup>19</sup>

Our executive compensation programs are designed to attract, motivate, reward and retain highly qualified and experienced executives. We believe that the design of our executive compensation programs and policies is fully aligned with our short- and long-term operational, safety and sustainability objectives, and long-term shareholder value creation. Following best practices for transparent compensation disclosure, we report on executive pay ratios. For every country in which we have operations, we disclose in Table 33 the ratio of pay for the highest-paid employee in that country to the median annual total compensation of employees. Additionally, in Table 34 we disclose the percentage increase in compensation ratio for both the highest-paid Teck employee in that country and median annual salary changes.

**Table 33: Annual Total Compensation Ratio**

Country	Ratio
Canada	117 : 1
Chile	27 : 1
United States	7 : 1

**Table 34: Percentage Increase in Annual Total Compensation Ratio**

Country	Highest Paid	Median of All Employees	Ratio
Canada	25.0%	1.5%	16.6 : 1
Chile	1.5%	1.5%	1.0 : 1
United States	1.7%	1.5%	1.1 : 1

## Employee Feedback and Grievances

In 2020, we dealt with individual reports of harassment through our human resources procedures and received five allegations of discrimination through our whistle-blower hotline (the *Doing What's Right* hotline, which is available in the languages of all countries in which Teck operates). These reports have been investigated and, where allegations were confirmed, appropriate responsive action taken. We prohibit any form of retaliation in

## Gender Pay Equity Review

Since 2017, we have conducted an annual company-wide Gender Pay Equity Review, with the objective of ensuring that female and male employees across the organization receive equitable pay. The reviews were conducted by our compensation team, with the methodology validated by a leading third-party global consultancy. In 2020, the reviews found no indication of any systemic gender pay issue within our company; any differences in salaries paid are due to a variety of factors, such as average shorter service for female employees in the company. We will continue to maintain gender pay equity in the organization, and similar reviews will be conducted regularly.

**Table 35: Ratio of Basic Salary and Remuneration in 2020**

Employee Category	Average Basic Salary	Average Remuneration
	(Male : Female)	(Male : Female)
<b>Canada</b>		
Executive & Senior Management	1 : 0.9	1 : 0.7
Management	1 : 1	1 : 1
Professional	1 : 0.9	1 : 0.9
Professional Support	1 : 0.8	1 : 0.8
Administration	1 : 0.9	1 : 0.9
Hourly/Operators	1 : 0.9	1 : 0.9
<b>United States</b>		
Executive & Senior Management	n/a	n/a
Management	1 : 0.9	1 : 1
Professional	1 : 1	1 : 1
Professional Support	1 : 0.8	1 : 0.8
Administration	1 : 1.2	1 : 1.2
Hourly/Operators	1 : 0.8	1 : 0.8
<b>Chile</b>		
Executive & Senior Management	1 : 1	1 : 1.1
Management	1 : 0.9	1 : 0.9
Professional	1 : 0.9	1 : 0.9
Professional Support	1 : 1.1	1 : 0.9
Administration	1 : 1.2	1 : 1
Operators	1 : 1	1 : 0.9

relation to reports of harassment or discrimination and have not retaliated against any individuals who have made claims.

Along with the above 24-hour hotline, we also have COVID-19 response teams in place at all of our operations and offices, in order to respond rapidly to concerns raised by employees, contractors and others. These individuals are responsible for coordinating effective implementation of the response protocols.

<sup>19</sup> Due to availability of the data, the following family structures are used: 1. Canada – 2 adults & 2 children (both working) 2. United States – single adult no children 3. Chile – single adult no children. The data sources that are used in the review are as follows: U.S. - <https://livingwage.mit.edu/>; Canada - <http://www.livingwagecanada.ca> & [https://www.ontariolivingwage.ca/living\\_wage\\_by\\_region](https://www.ontariolivingwage.ca/living_wage_by_region); Chile <https://wageindicator.org/salary/living-wage/archive-no-index/chile-living-wage-series-september-2019>