



# Our People and Culture

The COVID-19 pandemic and economic and geopolitical events have left lasting effects on human resources and job markets, and competition for talent persists, with millions of job openings in hard-to-fill roles.<sup>35</sup> At the same time, organizations are also being expected to foster a work environment that promotes empathy and well-being, with improved diversity, equity and inclusion, especially within leadership positions.<sup>36</sup>

The mining industry has experienced a recent wave of retirements, coupled with COVID-19 impacts, digitization and remote work for some positions.<sup>37</sup> All of these factors have created a competitive labour market for the industry.<sup>38</sup>

At Teck, we know that supporting a diverse, safe and engaged workforce is foundational to our business. Throughout the pandemic, we remained focused on operating safely and on responsibly maintaining employment and economic activity to the greatest extent possible. We want to be an employer of choice, attracting, developing and retaining talented and engaged employees globally. We do this by investing in our people throughout their careers and by

offering an equitable, diverse and inclusive workplace. For example, as of 2022, women made up 24% of Teck’s total workforce, up from 12% in 2011, and 29% 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.

## GRI Indicators

GRI 2-7, 2-23, 2-24, 2-25, 2-30, 3-3, 202-1, 401-1, 401-2, 401-3, 402-1, 404-1, 404-2, 404-3, 405-1, 405-2, 406-1, 407-1, 408-1, 409-1, 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 employees and communities.

## How Does Teck Manage This Topic?

Information about how we manage matters related to our workforce, to our culture and to equity, diversity and inclusion, including relevant policies, management practices and systems, is available for [download on our website](#).

<sup>35</sup>Trends in Human Resources and the Workplace you need to know about. Forbes. 2022. <sup>36</sup>Top Five HR Trends and Priorities for 2022. Gartner. 2022. <sup>37</sup>Top 10 business risks and opportunities for mining and metals in 2023. EY. 2022. <sup>38</sup>Evolving Mining’s Work of Work. Deloitte. 2022.

Pictured: Employee at Fording River Operations, Canada.



2022 Highlights

Focused on strengthening diversity, with women making up **34% of new hires in 2022**; women now comprise **24%** of our total workforce, **29%** of senior management<sup>39</sup> and **29%** of the Board of Directors

**\$2 billion** paid to employees in wages and benefits

Performance Metrics

**Indicator** % of female employees  
**Target** Increase % of female employees

2022:	24% female employees
2021:	21% female employees
2020:	20% female employees

**Indicator** % of female employees in leadership positions<sup>(1)</sup>  
**Target** Increase % of female employees in leadership positions

2022:	29% female employees in leadership positions
2021:	29% female employees in leadership positions
2020:	20% female employees in leadership positions

**Indicator** % of total employee turnover  
**Target** Keep total employee turnover under 10% each year

2022:	9.5% total turnover
2021:	8% total turnover
2020:	10% total turnover

**Indicator** Annual investment spend on training

2022:	\$46 million
2021:	\$36 million
2020:	\$34 million

(1) Leadership positions refers to Teck’s larger senior management team, including each officer of Teck, but does not include the Chair or Vice Chair of the Board of Directors.

Our Performance Related to Our People and Culture in 2022

**Our Targets and Commitments** We are committed to having an inclusive and diverse workforce as set out in our [Equity, Diversity and Inclusion Policy](#) and our [Human Resources Global Policy on Harassment](#). By establishing a culture of safety, employee engagement, and support for equity, diversity and inclusion in our workplace, 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.

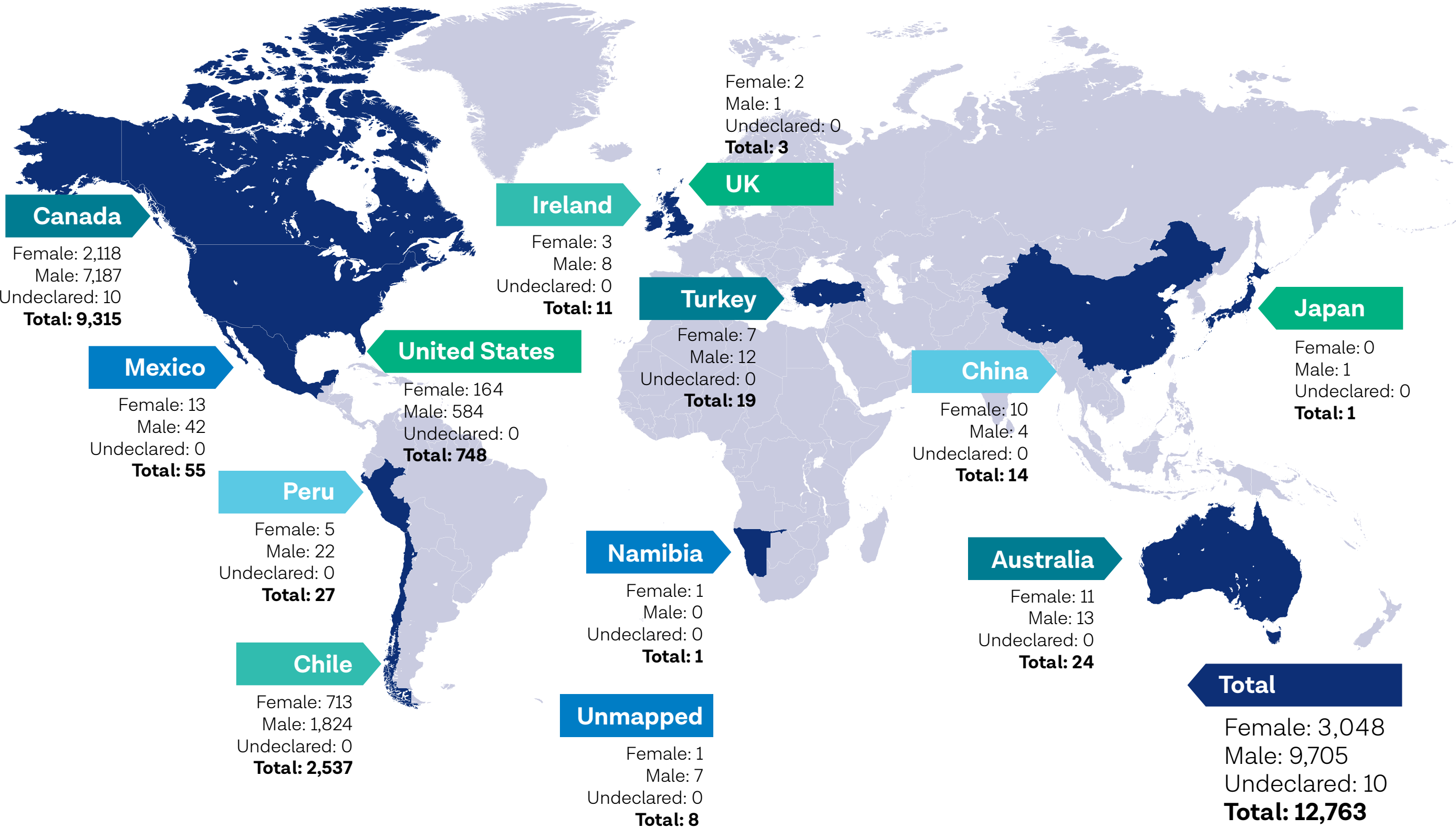
Sustainability Strategy Goals	Status	Summary of Progress in 2022
Strategic Priority: Foster a workplace where everyone is included, valued and equipped for today and the future		
<b>Goal:</b> Increase the percentage of women working at Teck — including women in leadership positions — and advance inclusion and diversity initiatives across the company by 2025.	On track	There were 3,048 women working at Teck at the end of 2022, which represents 24% of the total workforce. In addition, 34% of total new hires in 2022 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	360 leaders completed one of our four leadership development programs.  \$46 million invested in training and development; a total of \$116 million since 2020.
<b>Goal:</b> Expand employee engagement opportunities, including employee-driven community initiatives and a company-wide feedback program, by 2025.	On track	Conducted our biennial Inclusion and Engagement Survey in 2022, which serves as a key feedback mechanism for all regular and fixed-term employees. Over 7,000 employees responded across our operations, representing 59% of our workforce.  Expanded the Teck Women’s Network, which provides virtual and in-person networking opportunities for women at Teck to connect and engage with one another. Teck’s Women’s Network now has over 300 women as part of its membership.  Provided \$179,000 in match funding through the Team Teck Community Giving program, which offers our employees the opportunity to amplify their donations to causes that they care about.

<sup>39</sup>See page 58 for the definition of senior management.

# Global Workforce Demographic

At the end of 2022, there were 12,763 employees, temporary and permanent, working at Teck operations and offices.

Figure 23: Global Workforce in 2022<sup>(1)</sup>



Our people are essential to our success. By establishing a strong culture of employee engagement and support for inclusion and diversity across our operations, we are able to do more, and be more, together.

Figure 24: Global Workforce by Age and Gender<sup>(1)</sup>

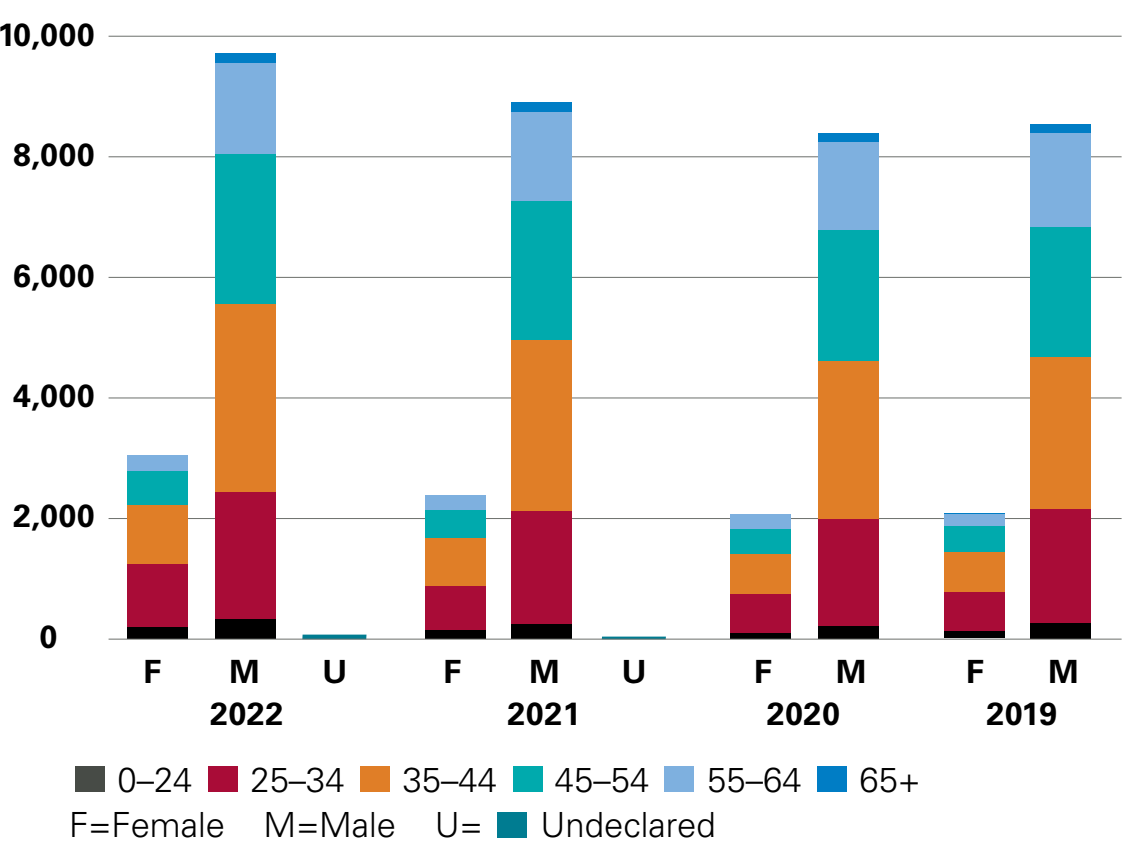
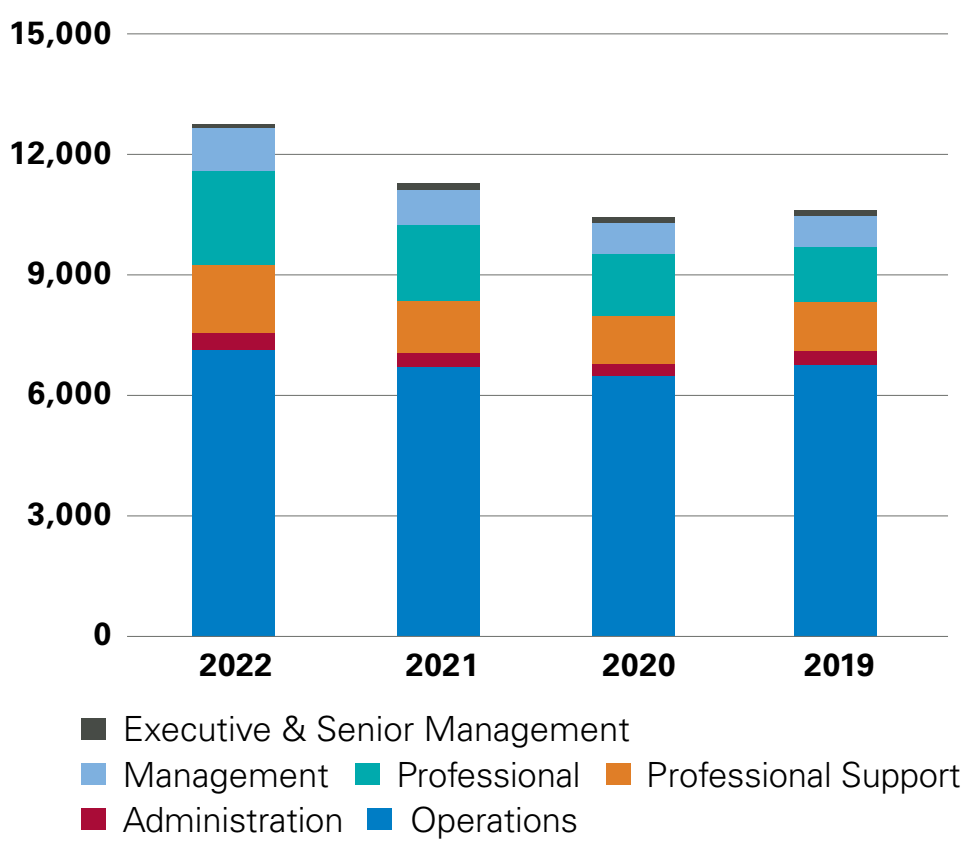


Figure 25: Global Workforce by Employment Level



(1) Information related to gender is based on self-declaration.



Labour Rights and Relations

Teck’s [Human Rights Policy](#) affirms our commitment to respecting and observing human rights of employees, contractors, workers in our supply chain, members of the communities where we are active and others potentially affected by our activities. Through [Teck’s Expectations for Suppliers and Contractors](#), we expect suppliers to share this commitment and to have processes and practices that respect the human rights of our employees and contractors and that are appropriate to the location and context in which their activities take place.

We do not tolerate the use of forced labour, child labour or human trafficking of any kind in our operations or supply chain. As of December 31, 2022, child labour and forced labour were not significant risks for any of our operations or suppliers. See pages 48–49 of the Human Rights chapter for more details on our approach to modern slavery.

We have relationships with unions in 10 operations in Canada, Chile and Peru. In total, 51% of our workforce was unionized in 2022.<sup>40</sup> Table 24 presents a list of collective bargaining agreements covering unionized employees at our principal operations (including Antamina). In 2022, we reached new collective agreements with the United Steelworkers at Highland Valley Copper and Trail, the United Mine Workers at Cardinal River, and both unions at Carmen de Andacollo. No strikes or lockouts took place in 2022. Terms of employment for our non-unionized hourly workers are modelled after collective bargaining agreements that cover unionized employees, while other non-unionized salaried employees’ terms of employment are based on a competitive total-rewards offering. The right to freedom of association and collective bargaining is not at risk at our operations, due to their locations in jurisdictions with strong labour laws.

Table 24: List of Collective Agreements

Operation	Expiry Dates
Antamina	July 31, 2024
Cardinal River	June 30, 2027
Carmen de Andacollo	September 30, 2025 (Operators’ Union)
	September 30, 2025 (Supervisors’ Union)
Coal Mountain	December 31, 2026
Elkview	October 31, 2026
Fording River	April 30, 2027
Highland Valley Copper	September 30, 2026
Line Creek	May 31, 2024
Quebrada Blanca	January 31, 2025 (Union Admin)
	November 30, 2025 (Union 1)
	March 31, 2025 (Union 2)
Trail	May 31, 2027

Talent Attraction

Teck undertook a number of activities in 2022 to enhance our talent pipeline. In 2022, we continued to experience competitive talent markets where we operate, with a record number of hires, with 3,344 total hires (over 1,000 more than in 2021), 34% of which were female. Teck Chile has hired over 900 employees to support the QB start-up, 42% of these hires were locals from the region. The implementation of 240 recruitment marketing activities and campaigns, 14+ unique recruitment-related technologies online, and engagement

with 4,000+ students across Canada alone help ensure Teck attracts top talent and a sufficient volume of applications to fill vacancies, with a focus on professionals-in-training such as engineers and geoscientists.

In 2022, 34% of total new hires (1,146) are women. For a breakdown of new hires by age group and gender, as well as by employment type, see our online [Sustainability Performance Data](#).

Table 25: New Hires by Age Group, Country and Gender in 2022<sup>(1)</sup>

	Country	Under 30 years	30 to 50 years	Over 50 Years	Total
Female	Canada	253	283	61	597
	Chile	191	238	12	441
	United States	55	31	8	94
	Mexico	5	3	0	8
	Ireland	2	0	0	2
	Australia	0	2	1	3
	China	1	0	0	1
	<b>Female Total</b>	<b>507</b>	<b>557</b>	<b>82</b>	<b>1,146</b>
	Canada	587	650	172	1,409
	United States	82	86	28	196
Male	Chile	76	410	69	555
	Mexico	4	12	2	18
	Australia	2	1	3	6
	Ireland	1	1	0	2
	Turkey	1	1	0	2
	China	0	0	1	1
	Peru	0	1	0	1
	<b>Male Total</b>	<b>753</b>	<b>1,162</b>	<b>275</b>	<b>2,190</b>
	<b>Undeclared</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>4</b>
	<b>Grand Total</b>	<b>1,261</b>	<b>1,721</b>	<b>358</b>	<b>3,340</b>

<sup>40</sup>Does not include joint-venture workforce numbers.

(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, which can include training provided by Teck trainers or by external consultants, include basic compliance training. In 2022, 88% of employees at Teck received training. We are currently in the process of upgrading our learning management system to further streamline and standardize the management and tracking of employee learning.

We continued to conduct Leading for the Future and Leading for Excellence, our in-house leadership development programs for supervisors and managers respectively. In partnership with Simon Fraser University, select employees also attended virtual courses for the Graduate Diploma in Business Education and the Executive Master of Business Administration. With the new configuration of our Learning Management System, we were also able to deliver new computer-based training modules on legal compliance, cybersecurity, a respectful workplace, and procurement. Previously, these programs would have been developed, deployed and monitored externally.

Figure 26: Investment Spend on Training (millions)

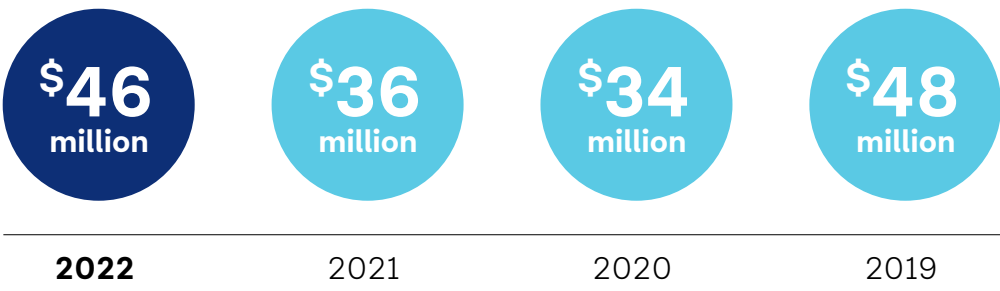


Table 26: Average Hours of Training per Employee

Type	2022		2021		2020	
	Male	Female	Male	Female	Male	Female
Hourly	53	68	52	56	68	58
Staff	21	30	18	19	24	17
Total	37	49	35 <sup>(1)</sup>	38 <sup>(1)</sup>	46 <sup>(1)</sup>	38 <sup>(1)</sup>

(1) Figures have been restated due to calculation errors.

## Employee Turnover

For an overall understanding of workforce dynamics and changes, we track employee turnover, including voluntary resignations, involuntary layoffs, and retirements. In 2022, turnover due to retirements was similar year over year, while voluntary turnover increased, leading to an overall increase in turnover rate. Industry growth and the shift toward flexible work approaches have resulted in a very competitive market for talent. In response to these shifting expectations, Teck has adjusted our approach to compensation, benefits, development and work conditions in order to engage and retain our employees.

Table 27: Employee Turnover<sup>(1)</sup>

	2022	2021	2020	2019
Voluntary Turnover Rate	7.4%	6.0%	5.1%	6.5%
Total Turnover	9.5%	8.0%	10%	10%

(1) Employee turnover data includes regular employees only.

## Parental Leave

We offer top-up payments to employees on parental leave in addition to legislative requirements. In Canada, we provide a 19-week top-up in salary for biological mothers. In Chile, in addition to following legislative requirements, we also provide top-up for biological mothers for 30 weeks. In 2022, to help support birth parents in the U.S., Teck announced

the addition of a paid recovery leave, in which Teck will provide 16 weeks of paid recovery leave to a regular, full-time birth parent immediately following the birth of their child. Additional unpaid parental or medical leave will be provided under the U.S. [Family and Medical Leave Act](#).

Table 28: Return to Work and Retention Rates After Parental Leave

	2022		2021		2020		2019	
	Female	Male	Female	Male	Female	Male	Female	Male
Number of employees who took parental leave	30	71	66	141	80	177	69	86
Number of employees who returned to work after parental leave ended <sup>(1)</sup>	56	75	42	116	65	162	46	92
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>	52	122	80	156	37	81	49	61
Return to work rate of employees who took parental leave (%) <sup>(2)</sup>	186.7%	150.6%	63.6%	82.3%	81%	92%	67%	107%
Retention rate of employees who took parental leave (%) <sup>(3)</sup>	88.1%	89.7%	93%	91%	84%	89%	94%	87%

- (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. A percentage over 100% indicates that the number of employees who returned from parental leave in a reported year is greater than the number of employees who took parental leave that same year.
- (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.



# Retention, Training and Development (continued)

## Performance and Development Management

Performance and Development Management is a process by which salaried employees have regular performance reviews, development planning and career conversations with their supervisors. In 2022, 85% of all eligible regular salaried employees, of which 33% were female and 67% were male, completed regular performance and development conversations. 92% of eligible regular salaried female employees and 83% of eligible regular salaried male employees completed regular performance and development conversations in 2022.

As part of the 2022 Engagement and Inclusion survey, we asked employees to share their perceptions on Teck’s business strategy, goals and objectives. 87% of our employees indicated that they understand how their work contributes to business objectives, which supports alignment of company-wide planning to individual goals.

## Leadership Development

Teck’s approach to leadership development is primarily focused on four programs: Leading for the Future (LFF), Leading for Excellence (LFX), Leading Together (LT) and Emerging Leaders (ELP). In 2022, we conducted our

training programs using a hybrid format to support the development of inclusive leaders in a remote work environment. As such, we delivered 17 cohorts of LFF, five cohorts of LFX, two cohorts of LT and one cohort of ELP in 2022.

Outside of these programs, each business unit may provide tailored leadership development opportunities. For example, at our Red Dog Operations, following a successful pilot, the Accelerated Leadership Development program successfully concluded its second cohort in 2022, in which emerging future leaders and NANA shareholders participated in a nine-month development program that includes leadership training, coaching and mentoring.

## 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*.

# Equity, Diversity and Inclusion

In 2022, 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 29. For information about Indigenous employment in 2022, see the Relationships with Indigenous Peoples chapter on page 74.

Our Chilean operations continue to make all necessary efforts to support the *Labour Inclusion Law*, which supports the inclusion of people with disabilities into the labour force. Our new Santiago offices (Corporate office and Quebrada Blanca Remote Integrated Operations centre) have been designed for independent accessibility.

## Technology and Innovation

Teck was one of the cornerstone members in the proposal to create [Athena Pathways](#) as part of our participation in [Canada’s Digital Technology Supercluster](#). The Athena Pathways project aims to help Canadian women see the potential of the technology sector, helping women find workshop, internship, mentorship or other workplace opportunities to open a path into a potential career in Artificial Intelligence or Data Science. Three co-op students and four full-time staff members were hired in data science roles at Teck as a part of this program. Additionally, many team members in Teck volunteered to serve as mentors to Athena Pathways participants. Equity, diversity and inclusion are key priorities at Teck, and we continue to focus on representation in technology and innovation.

## Case Study: QB2 Hiring Efforts

As part of Teck’s commitment to equity, diversity and inclusion in our workplace, we have set goals to increase the percentage of women working at Teck and to equip our employees for future workplace and leadership needs. During the development of our Quebrada Blanca Phase 2 (QB2) copper project, we implemented professional development opportunities and talent acquisition strategies to support these goals. The Professionals in Training and Elige Crecer

(Choose to Grow) programs provide on-the-job training and development and prepare people for long-term employability in mining and related industries. Our local talent acquisition team also worked to establish an effective values-based selection process that aligns with both Teck’s purpose and the community context. As of the end of 2022, about 30% of employees at QB2 are women, with about 42% local employment.

Read the full case study at [teck.com/news/stories](https://teck.com/news/stories).

Equity, Diversity and Inclusion (continued)

Table 29: Implementation of the Equity, Diversity and Inclusion Plan

Area of the Equity, Diversity and Inclusion Plan	2022 Example Activities
1. Develop our people — grow a culture of inclusion that values diversity	Over 2,000 employees participated in training to broaden their understanding of equity, diversity, inclusion and respect in the workplace. In addition, 50 senior leaders took inclusive leadership training.
2. Measure and report	Teck’s sustainability-linked revolving credit facility is linked to our sustainability goals, including strengthening gender diversity in our workforce. In 2022, we set a target of 30% female representation at our QB2 project and achieved it through the joint efforts of our talent team and leadership commitment, not only through recruiting, but also by providing innovative work experience and skill upgrading programs.
3. Attract the right people — strengthen our recruitment practices	To interrupt any bias in our recruitment process, we have adopted technology such as Textio, a natural language processing tool that helps eliminate gendered language in our job postings and brand materials. All Teck job opportunities are now also posted on Pride at Work Canada.
4. Foster a more inclusive culture and increase employee engagement	Launched global campaigns recognizing International Women’s Day and LGBTQ2S+ Pride Month, and a North American campaign to recognize the National Day of Truth and Reconciliation. Our Equity, Diversity and Inclusion Committees, of which there are 10 across the business, play a vital role in catalyzing change across Teck.
5. Remove systemic barriers and biases — make processes more inclusive	Signed the Pledge for an Acceptable Worksite, also known as the Builders Code. This is a pledge to provide safe and accessible facilities at all our sites, which we actualized by assessing each of our sites and taking action to make them more inclusive. This included the completion of gender-neutral washrooms and dry facilities at all of our coal sites and enhancing security in our camps.
6. Continue to build our brand as an inclusive and diverse company	In January 2023, Teck was named to the Bloomberg Gender-Equality Index for the sixth straight year.

Representation of Women at Teck

There were over 3,000 women working at Teck at the end of 2022, which represents 24% of the total workforce, compared to 21% in 2021. In addition, 34% of total new hires (1,146) in 2022 were women. At the end of 2022, women represented 29% of Independent Board Members

and held 29% of Board leadership positions (Chair of Board/Board Committee). See our [Sustainability Performance Data](#) for more details on the diversity of governance bodies.

Table 30: Women in Leadership and Technical Positions Category

	2022	2021	2020	2019
Board of Directors	29%	25%	25%	31%
Senior Management <sup>(1)</sup>	29%	29%	20%	19%
Management	23%	20%	19%	18%
Operational or Technical Positions	19%	15%	13%	13%
Of the Operational or Technical Positions, the % in Leadership Positions	3%	8%	7%	7%

(1) Senior management includes officers at Teck other than the Chair and Vice-Chair of the Board.

Case Study: All-Gender Washrooms and Dry Facilities at Greenhills Operations

Teck is committed to an equitable, diverse, and inclusive workplace that recognizes and values all employees. At our Greenhills Operations (GHO) in the Elk Valley, we opened a new washroom and dry facility (a space for employees who work on-site to shower and change into and out of their work clothes) for employees and visitors of all gender identities.

The facility was designed in consultation with BC Pride, the Fernie Pride Society and Egale, an organization advocating for LGBTQ2S+ people and issues, and with our partner, Pride at Work. Having access to a secure washroom and changeroom is a basic right for all people, and this development will allow us to continue caring for the people and communities that we love, through a purpose-built inclusive facility.

Read the full case study at [teck.com/news/stories](https://teck.com/news/stories).



Equity, Diversity and Inclusion

Remuneration at Teck

Teck is committed to providing a fair living wage to all employees at our operations. For our hourly employees, see Table 31 for the ratios of entry level wage compared to local minimum wage by gender.

In 2022, 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>41</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. We disclose in Table 32 the percentage increase in compensation ratio for both the highest-paid Teck

employee and median annual salary changes. In the same table, we also disclose the ratio of pay for the highest-paid employee in that country to the median annual total compensation of all employees.

Table 32: 2022 Annual Total Compensation Ratio and Percentage Increase in Annual Total Compensation Ratio<sup>(1),(2),(3)</sup>

Annual Total Compensation Ratio	Percentage Increase in Annual Total Compensation Ratio		
	Highest Paid	Median of All Employees	Ratio
113 : 1	2%	8.1%	0.25 : 1

- (1) This table presents the ratio of the percentage increase in annual total compensation for the highest-paid individual in each country of significant operation, to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.
- (2) Figures reported have been calculated using the target total compensation (i.e., target bonus) and do not include actual bonus payouts.
- (3) The median total direct compensation is calculated for all employees, excluding contractors, based on estimates.

Table 31: Entry Level Wage Compared to Local Minimum Wage<sup>(1),(2)</sup>

Countries	2022		2021		2020	
	Female	Male	Female	Male	Female	Male
Canada	1.9 : 1	1.9 : 1	2.3 : 1	2.3 : 1	2.3 : 1	2.3 : 1
United States	2.3 : 1	2.3 : 1	2.2 : 1	2.2 : 1	2.2 : 1	2.2 : 1
Chile <sup>(3)</sup>	1.8 : 1	1.8 : 1	2.0 : 1	2.0 : 1	1.9 : 1	1.9 : 1

- (1) For Canada, Teck wages are compared against the B.C. minimum wage. For the United States, Teck wages are compared against the Alaska minimum wage. In Chile, they are compared against the national minimum wage.
- (2) The figures represented in this table are for hourly employees, and do not include contractors.
- (3) The figures representing Chile are for the lowest paid operations role, as Chilean operations do not have hourly employees.

<sup>41</sup>Due to availability of the data, the following family structures are used: 1. Canada: Two adults (both working) and two children 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 - [https://www.livingwageforfamilies.ca/living\\_wage2021](https://www.livingwageforfamilies.ca/living_wage2021) and [https://www.ontariolivingwage.ca/living\\_wage\\_by\\_region](https://www.ontariolivingwage.ca/living_wage_by_region); Chile <https://wageindicator.org/salary/living-wage/chile-living-wage-series-september-2019>.

Gender Pay Equity Review

Since 2017, we have conducted our 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 2022, 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.

Employee Feedback, Incidents and Grievances

As set out in our [Global Human Resources Policy on Anti-Harassment](#), discrimination and harassment, including sexual harassment in the workplace, are unacceptable and will not be tolerated at Teck.

In 2022, we dealt with individual reports of harassment through our human resources procedures and received two 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 relation to reports of harassment.

Table 33: Ratio of Basic Salary and Remuneration in 2022

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

(1) Includes CEO.