MANAGEMENT
APPROACH TO
SUSTAINABILITY

Teck

MANAGEMENT APPROACH TO SUSTAINABILITY

Our Approach to:

Material Topics

OUR APPROACH
TO RESPONSIBLE BUSINESS

GRI Indicators: 2-9, 2-12, 2-13, 2-14, 2-16, 2-17, 2-18, 2-19, 2-23, 2-24, 2-25, 2-26, 2-27, 2-28, 2-29, 3-3

MANAGEMENT APPROACH TO SUSTAINABILITY

| Responsible Business | Environmental Management | Emergency Preparedness | Relationships with Indigenous Peoples | Health and Safety | Climate Change | Relationships with Communities | Water Stewardship | Tailings Management | Our People and Culture | Business Conduct | Biodiversity | Mine Closure | Value Chain Management | Human Rights | Air Quality | Circularity |

Which Teck assets does this section apply to?

This section summarizes our approach to responsible business. This section applies to all Teck-controlled[1] assets, inclusive of contractor activities. This does not include assets in which Teck has/had an ownership interest but does not have operational control.

Sustainability performance information:
See our Annual Sustainability Report, available for download on our website.

STRATEGY

Providing the Metals That Matter for a Better Future

In 2024, Teck sold its steelmaking coal operations. This strategic move positioned Teck for its next phase of growth and responsible value creation, now focused entirely on providing metals essential for global development and the energy transition. Driven by our purpose and values, we are building Teck into one of the world's leading providers of responsibly produced energy transition metals.

CONTEXT

Teck's purpose is to provide essential resources the world is counting on to make life better while caring for the people, communities and land that we love. In line with this purpose, our strategy is focused on responsibly producing the metals essential for global development and the energy transition. With world-class copper and zinc operations and an industry-leading copper growth portfolio, this strategy positions us well for changes in demand for mining commodities driven by the low-carbon transition.

The success of our business depends on our ability to create value in a way that meets the needs of the company, our shareholders, communities and other stakeholders, while accounting for the broader environmental, social and economic context in which Teck operates. This requires us to understand the evolving global environment and to take an integrated approach to identifying and managing sustainability risks and opportunities. Successfully managing this can allow us to create value in a sustainable and beneficial way.

Our operations affect and are affected by communities, economies and environments. The mining life cycle comprises multiple phases: exploration, project development, construction, operation (mining and processing, sales and transportation), and closure and reclamation. Sustainability is foundational throughout these phases. Strong sustainability practices are an essential part of reducing risk, lowering costs, recruiting talented people, increasing access to opportunity and building long-term shareholder value.

Sustainability During the Mining Life Cycle
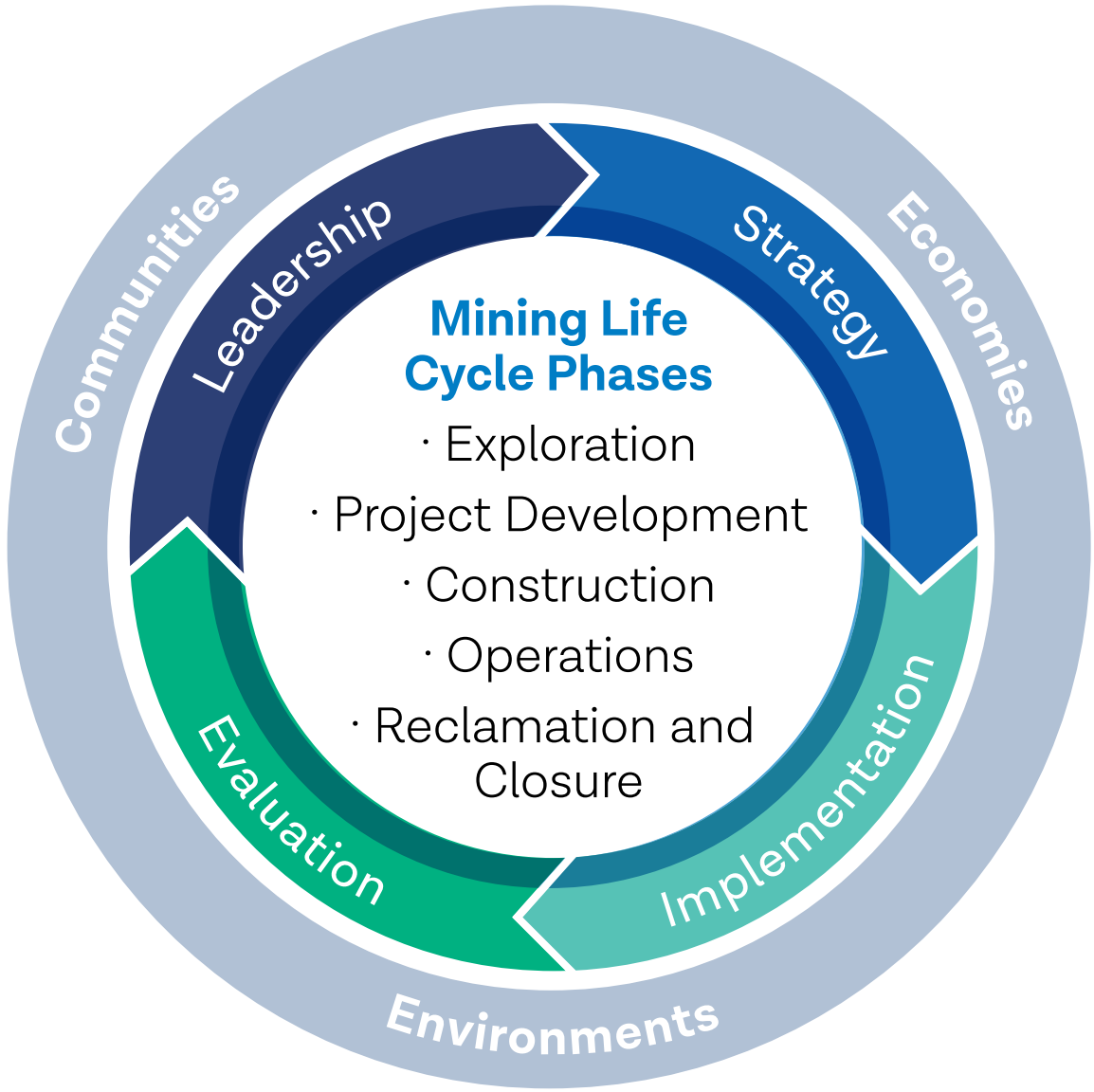
Leadership:

Our Board of Directors, senior management and General Managers set the direction for our approach to business and sustainability.

Evaluation:

The context in which we operate is constantly changing. We evaluate and respond to these changes and update activities accordingly.

Mining Life Cycle Phases
· Exploration
· Project Development
· Construction
· Operations
· Reclamation and Closure

(Communities, Leadership, Strategy, Economies, Implementation, Environments, Evaluation)

Strategy:

Our path forward, including our goals, objectives and commitments, is articulated in company-wide strategies, charters and policies.

Implementation:

Sustainability is operationalized across our business through the implementation of our strategy, management standards, governance and audits.

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[1] Teck-controlled refers to situations where Teck has the ability to exert decision-making authority over an activity or location.

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OUR STRATEGY PILLARS

The below pillars help Teck integrate sustainability into our core strategy, enabling Teck to meet our growth objectives and contribute positively to the environment and society:

CORE EXCELLENCE

Industry-leading capabilities, processes and talent to drive us forward

Health and Safety:
/ Implementing robust health and safety programs to protect employees and contractors

Employee Development:
/ Providing continuous training and development opportunities to build a skilled and knowledgeable workforce

Operational Efficiency:
/ Enhancing processes to minimize waste and optimize resource use

METALS FOR THE ENERGY TRANSITION

Focusing on the metals essential to meet growing demand driven by the energy transition

Climate Change Mitigation:
/ Reducing greenhouse gas emissions and improving energy efficiency in operations

Circular Economy:
/ Promoting recycling and the use of secondary materials

Community Engagement:
/ Working with local communities to enable mining activities to support social and economic development

Environmental Stewardship:
/ Implementing measures to protect and restore ecosystems affected by mining activities

VALUE-DRIVEN GROWTH

A rigorous approach to growth focused on value creation, balanced with returns to shareholders

Responsible Investment:
/ Prioritizing investments in projects that offer strong returns while adhering to sustainability principles

Stakeholder Value:
/ Enabling growth strategies that benefit all stakeholders, including employees, communities and shareholders

Transparency and Reporting:
/ Providing clear and comprehensive sustainability reporting to stakeholders

RESILIENCE

Ensuring we stay resilient and able to create value throughout market cycles

Risk Management:
/ Identifying and mitigating risks related to environmental, social and governance (ESG) factors in the operations and value chain

Adaptability:
/ Developing flexible strategies that allow the company to respond to changing market conditions and regulatory environments

Long-Term Planning:
/ Focusing on long-term sustainability goals to ensure the company remains viable and competitive in the future

Metals for the Energy Transition: Our Focus on Energy Transition Metals

Our strategy aims to capitalize on the strong global demand for copper by growing our copper market share while maintaining our important position in zinc. Currently, we are one of the top 10 copper producers in the Americas and the largest net zinc miner globally, with a portfolio of high-quality, long-life assets in stable regions.

In the near term, we are doubling our copper production through our Quebrada Blanca Operations in Chile.

Looking further ahead, we plan to increase copper production by an additional 30% as early as 2028, positioning Teck to meet the rising demand for copper in the transition to a low-carbon economy.

Our Sustainability Strategy

Our sustainability strategy was established in 2010 when we created short-term goals for 2015 and long-term goals for 2030 in six focus areas: Ecosystems and Biodiversity, Energy and Climate Change, Community, Water, Materials Stewardship and Our People.

In 2020, we approved updated sustainability goals aligned to eight identified strategic themes: Health and Safety, Climate Change, Circularity, Our People, Tailings Management, Water, Biodiversity and Closure, and Communities and Indigenous Peoples. These updates reinforced our commitments in established areas, set targets and long-term strategic priorities. See more in the Sustainability Strategy section of our website.

Our sustainability strategy is integrated into decision-making by embedding it into management standards, remuneration, and corporate, site and employee annual plans and objectives. To align priorities at all levels of the company, our corporate, site and employee objective-setting and evaluation processes are updated to reflect the broader performance objectives set out in our strategy. Throughout the year, our senior management team and the Safety and Sustainability Committee of the Board review performance against our sustainability strategy and approve future actions.

GOVERNANCE

Board and Executive Leadership in Sustainability

Roles and Responsibilities of the Board of Directors

Teck's Board of Directors is responsible for the stewardship of our company and for ensuring that appropriate corporate governance structures and systems are in place. The Board provides ultimate oversight on all strategic matters, including sustainability impacts, risks and opportunities affecting our business.

The Board works to enhance its understanding of sustainability topics through discussions and presentations at regular meetings and annual site visits. Teck's Board meets at least quarterly and an annual strategy meeting is held at which the Board assesses Teck's possible growth paths and other strategic matters, including sustainability-related aspects, as appropriate.

The Board has five standing committees, each of which is responsible for certain aspects of sustainability-related governance:

- **The Corporate Governance and Nominating Committee** oversees our key corporate governance practices and policies
- **The Safety and Sustainability Committee** reviews corporate policies, procedures, and performance with respect to safety- and sustainability-related matters
- **The Audit Committee** oversees financial reporting, internal controls, legal compliance, anti-bribery and corruption compliance, whistle-blower procedures, internal and external audit matters, pension governance and cybersecurity

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- **The Compensation & Talent Committee** oversees Director and executive compensation, annual and long-term incentive plans and other material compensation matters, talent management and executive development programs

- **The Technical Committee** oversees mineral reserves estimation, technical and operational projects, and innovation and technology strategies, including research and development and emerging technologies

The Safety and Sustainability Committee (S&SC) of the Board meets and reports to the Board quarterly and has responsibility for reviewing sustainability-related corporate policies, procedures and performance, and other safety- and sustainability-related matters, including, where appropriate, making recommendations for approval to the Board.

The S&SC also serves as the forum for the ongoing monitoring of Teck's progress against our sustainability goals and targets and emerging sustainability-related risks and opportunities.

The Board also participates in special presentations on a variety of topics from time to time, which may include human rights, climate change, cultural heritage management, tailings management, water quality management, workplace hazard recognition, engagement with communities and with Indigenous Peoples, cybersecurity, public policy and government regulations.

Board Expertise and Training

Board members bring experience from a diverse range of sectors and subject matter, including mining, environment, sustainability, strategic planning, risk management, finance, legal and technology. This collective knowledge equips them to assess Teck's potential sustainability impacts, risks and opportunities.

Annually, the Corporate Governance and Nominating Committee assesses the competencies, skills and independence status of each Director to ensure the Board composition meets regulatory requirements and expectations for best practices in governance and is aligned with the company's strategic direction.

To keep the Board informed on current issues, new developments, risks and opportunities that are relevant to Teck and its business, Teck's ongoing Director education program includes presentations by external experts and consultants, briefings from our staff and management, and reports on relevant issues relating to sustainability.

Issues or new sustainability-related risks identified through response mechanisms from Teck's operations are brought to the attention of the S&SC. Feedback is rated on a scale of seriousness, and critical concerns are flagged. For more details on response mechanisms, see the Relationships with Communities section on page 34 and the Business Conduct section on page 55.

More detail on Teck's Board of Directors, including their skills, training and expertise, and Teck's Board education program can be found in Teck's 2024 Management Information Circular.

Board Diversity

The Board has adopted a Board Diversity Policy that recognizes that having Directors from diverse backgrounds and with different experiences benefits the company by enabling the Board to consider issues from a variety of perspectives. The policy includes a target of having no one gender comprise more than 70% of Directors and that, if at any time that target is not met, compliance will be attained by the end of the next annual meeting of shareholders. When assessing potential candidates for nomination to the Board, in addition to considering their business skills, qualifications and career history, the Board considers a candidate's self-identified gender, membership in a visible minority, Indigenous heritage, and disability.

Board Review

The Corporate Governance & Nominating Committee conducts an annual Board, committee and peer effectiveness review, which is generally conducted or facilitated by an independent third party every second year. Results of the annual review are shared with the full Board and individual Directors, with respect to feedback on their performance, and action is taken to implement any recommendations. See our Management Proxy Circular for further information.

Roles and Responsibilities of Executive and Management Teams

In 2024, Teck adopted a new business structure to support our shift to a pure-play energy transition metals company. This streamlined structure fosters a regional approach, enhancing the integration of sustainable practices across all areas of our business. With a leadership team aligned on these priorities, we are positioned to advance our copper growth strategy in ways that balance economic value with positive environmental and social outcomes.

Our business is organized into two regional business units:

- The **North America business unit**, which oversees operations such as Highland Valley Copper, Red Dog and Trail, along with our interests in growth projects like Galore Creek, Schaft Creek and NewRange

- The **Latin America (LATAM) business unit**, which manages operations including Carmen de Andacollo and Quebrada Blanca, as well as Zafranal, and our interests in Antamina, San Nicolás and NuevaUnión

Our Business Structure

These regional units are supported by enterprise-wide functions and a dedicated Projects group, which are crucial for developing and executing both brownfield and greenfield projects.

1. Centre: The Centre is composed of senior management responsible for leading strategy development and managing enterprise risk, end-to-end enterprise processes (e.g., annual budgeting) and reputation. The Centre is responsible for establishing and governing standards and systems that benefit the enterprise and integrating sustainability into all aspects of our business. It provides services that enhance performance through consistency, efficiency and the consolidation of expertise.
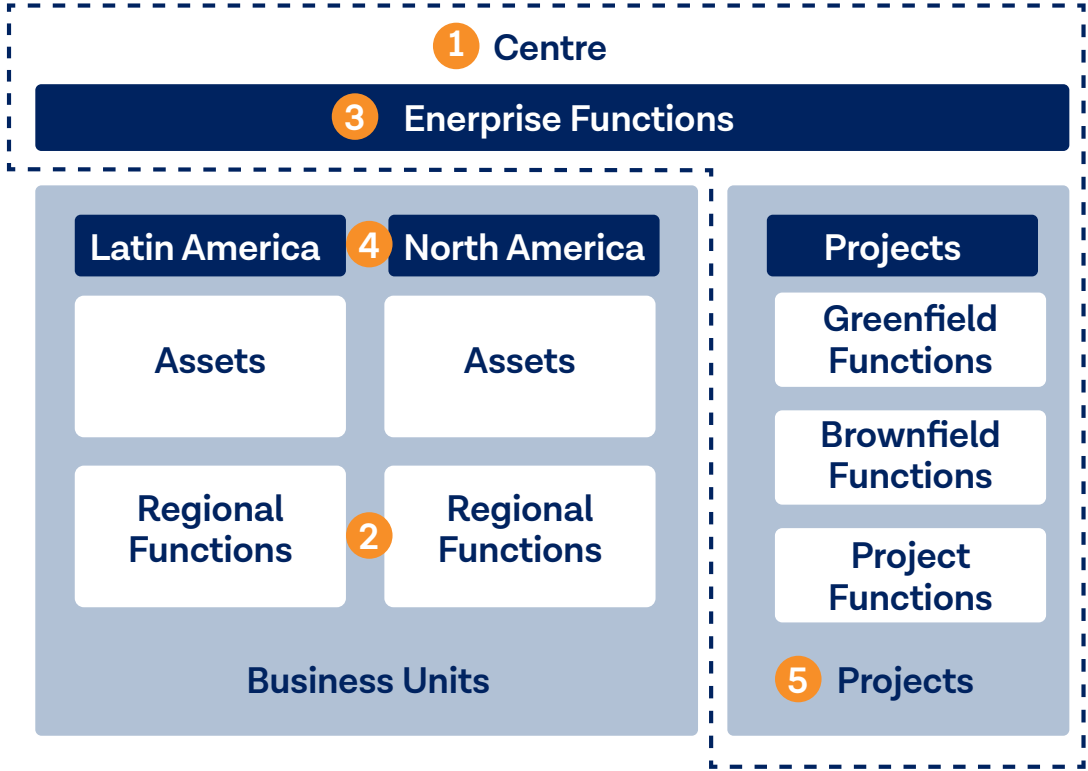
2. Regional Functions: The Latin American and North American regional functions are accountable for delivering services to operations, projects and other regional activities and for aligning all activities with the standards and systems established by the Centre, maintaining a strong focus on sustainability.

3. Enterprise Functions: These functions support the Centre by deploying resources to regions or assets, providing consistent and cost-effective service delivery. They provide governance and services across Teck, enabling sustainability practices to be uniformly applied throughout the organization.

4. Business Units: Comprising Teck's operating and non-operating assets and regional functions, the business units are responsible for managing these assets throughout their full life cycle. They enable the safe, sustainable, efficient and reliable performance of our operations, reflecting our commitment to sustainability.

5. Projects: This group develops and executes large brownfield and greenfield projects. They establish and govern the standards and systems necessary for project success, with a strong emphasis on sustainability.

By aligning the roles and responsibilities of executive management with our sustainability goals, we are well positioned to lead in the energy transition metals sector, delivering value to our shareholders while ensuring the long-term resilience and environmental responsibility of our business.

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Compensation Linked to Sustainability Metrics

Sustainability performance is integrated into both short- and long-term executive compensation.

Short-term incentive compensation of the CEO and executives is performance-based. Starting in 2024, this includes two components: company and individual performance. The company component considers a number of factors, including ESG performance; individual performance objectives may include climate-change-related objectives for executives in key roles. Across the two components, objectives related to sustainability performance, including climate change, water and nature issues, affect approximately 15% of the target bonus as a whole.

To strengthen the link between executive compensation and our sustainability performance, a new sustainability progress index was developed in 2022 for use in the performance share unit component of the long-term incentive program, which applies to Teck's CEO and all members of the executive leadership team. The sustainability progress index measures Teck's progress against specific goals in five key areas that align strongly with Teck's overall corporate strategy: climate change; biodiversity and closure; tailings facilities management; equity, diversity and inclusion (EDI); and Teck's performance in third-party environmental, social and governance (ESG) ratings and rankings. Two of these metrics—EDI and climate change—also align with performance indicators included in our current sustainability-linked loan facility. The sustainability progress index comprises 20% of the performance factor for performance-linked long-term incentive grants.

Our compensation program for employees is linked to health, safety, social and environmental performance through individual, department and company-wide objectives. Hundreds of employees across our operations are engaged in implementing specific projects and practices related to our goals. All employees are engaged in our sustainability strategy, through internal communications and day-to-day activities, to help us achieve our goals.

See more on individual performance related to these metrics in Teck's annual Management Proxy Circular.

Policies and Commitments

Corporate Policies

The sustainability strategy is supported by our company-wide commitments as outlined in Teck's topic-specific policy documents:

- **Anti-Bribery and Corruption Compliance Policy and Interpretation Guide:** Supplements our Code of Ethics and reinforces our commitment to work against corruption in all its forms

- **Climate Change Policy:** Our commitment to taking climate action, including reducing our own emissions, adapting to physical impacts and advocating for global action to limit global warming to 1.5°C

- **Code of Sustainable Conduct:** Our commitment to sustainable development, focusing on aspects such as community and environmental performance, which is applicable to all employees and contractors

- **Code of Ethics:** Our dedication to upholding high moral and ethical standards, specifying basic business conduct and behaviour

- **Equity, Diversity and Inclusion Policy:** Our commitment to supporting an equitable, diverse and inclusive workplace that recognizes and values difference and where everyone is treated fairly with dignity and respect

- **Health and Safety Policy:** Our commitment to providing leadership and resources for entrenching the core value of safety

- **Human Rights Policy:** Our commitment to respecting the rights of our employees, the communities in which we operate, and others affected by our activities

- **Indigenous Peoples Policy:** Our commitment to respecting the rights, cultures, interests and aspirations of Indigenous Peoples

- **Political Contributions Policy:** Our commitment to zero direct political donations

- **Respectful Workplace Policy:** Our commitment to creating a safe, inclusive and healthy workplace in which every person is treated with dignity and respect

- **Tailings Management Policy:** Our commitment to the safe and environmentally responsible management of tailings facilities throughout the mining life cycle to minimize harm to the environment, and to protect the health and safety of our people and surrounding communities of interest

- **Tax Policy:** Our commitment to being transparent, cooperative, compliant and ethical in all tax matters

- **Water Policy:** Our commitment to protecting water and the life it sustains by being an industry leader in water stewardship

Our contractors and suppliers are required to follow Teck's Expectations for Suppliers and Contractors, which supplement Teck's other internal and external requirements set out in our Policies, Standards, Procedures and Guidelines. The expectations apply to contractors and suppliers and all their parent, subsidiary and affiliated companies, and their respective employees, contractors and agents. Teck's Expectations for Supplier and Contractors includes our requirement that contractors and suppliers address issues relating to ethics, health and safety, environmental stewardship and human rights, including numerous labour requirements. In addition, it outlines requirements on fair working conditions, non-discrimination, and the abolition of child labour and forced labour. These expectations are broadly communicated to all our suppliers and contractors and are included in our contracts in order to uphold these moral and ethical principles.

External Commitments

We take into consideration voluntary external standards and best practices in our governance of sustainability. Through our membership and involvement with several external organizations, we contribute to and engage with others on the development of best practice in sustainability. Some of the key memberships that help to drive our performance and management of sustainability are:

- **International Council on Mining and Metals (ICMM):** A global industry association that represents leading international mining and metals companies who are required to implement the ICMM Principles, the Position Statements and the Performance Expectations, which include criteria for stakeholder engagement, including the production of an externally verified sustainability report.

- **Mining Association of Canada (MAC)—Towards Sustainable Mining (TSM):** A Canadian industry association that promotes the development of the country's mining and mineral processing industry, works with governments on policies applicable to the sector, and promotes the value that mining brings to the economy and the daily life of Canadians while operating responsibly using the Towards Sustainable Mining Protocols.

- **The Copper Mark (including multi-metals Zinc Mark and Molybdenum Mark):** A multi-metals assurance framework developed by the International Copper Association to promote responsible practices and to demonstrate the contribution of the transition minerals industry to the United Nations Sustainable Development Goals.

- **United Nations Global Compact (UNGC):** Provides a framework for businesses committed to aligning their operations and strategies with 10 principles spanning human rights, labour, the environment and anti-corruption.

- **International Copper Association (ICA):** Brings together the global copper industry to develop and defend markets for copper and to make a positive contribution to society's sustainable development goals.

- **International Zinc Association (IZA):** A non-profit organization that promotes the role that zinc plays in product applications, human health and crop nutrition; we participate in IZA's programs that have a strategic focus in the areas of environment and sustainable development, technology and market development, and communications.

- **Extractive Industries Transparency Initiative (EITI):**[2] Aims to strengthen governance by improving transparency and accountability in the extractives sector.

[2] Teck holds a 22.5% ownership in the Antamina copper and zinc mine in Peru through a non-controlled joint venture, and Peru is an EITI-implementing country. For more information on Antamina, please visit their website.

[3] Includes Highland Valley Copper, Red Dog, Trail and Carmen de Andacollo operations. This does not include operations in which Teck has/had an ownership interest but is not the operator, e.g., Antamina.

- **Global Reporting Initiative Standards (GRI):** The GRI provides comprehensive standards for organizations to report on their economic, environmental, and social impacts in a transparent and comparable manner.

- **Sustainability Accounting Standards Board (SASB):** SASB develops industry-specific standards to help companies disclose financially material sustainability information to investors.

A full list of Teck's memberships, partnerships and external commitments related to sustainability is available on our website, and updates on our work in this area can be found in the material topic chapters of our annual Sustainability Report.

Sustainability Standards

Teck's Sustainability Standards outline the framework for the identification and effective management of sustainability risks and opportunities and define a process for continual improvement through the plan, do, check and act model. They also provide context for overarching corporate policies, procedures and guidelines, and for site-level policies, procedures and guidelines. The Sustainability Standards apply to all Teck-controlled sites.

In addition to the Sustainability Standards, four of our five active operations[3] are certified under International Organization for Standardization (ISO) Standard 14001. The ISO 14001 standard for environmental management systems exists to help organizations manage environmental impacts. We also have one operation that is certified under the ISO 50001 Energy Management System standard.

Teck operational sites are validated against the Mining Association of Canada Towards Sustainable Mining (TSM) Health and Safety Protocol on 3-year cycle. The Health and Safety Protocol for TSM has an abridged checklist with ISO 45001 in which it demonstrates that facilities that have implemented the health and safety protocol have demonstrated they meet the criteria of an aligned management system of ISO 45001.

The Sustainability Standards consist of the following: Compliance Standard, Contractor and Supplier Management Standard, Incidents and Events Standard, Management of Change Standard, Planning and Resourcing Standard, Preparing for Emergencies Standard, Sustainability Reporting Standard, Assurance Standard, Risk Management Standard, Social Performance Standard, Environmental Standard, and Materials Stewardship Program Standard.

Documentation Governance Framework

Sustainbility Mangement Structure

Commitments: Policies
Provides a description of business intentions, aspirations and/or commitments, typically stating overarching principles to be adhered to

Standards: Sustainability Standards
Provides the identification and effective management of issues and risks and supports continual improvement in programs and performance *or* provides minimum mandatory requirements for managing specifics of company issues

Procedures: Site- and Corporate-Level Procedures
Defines specific work, responsibilities and approach for how requirements outlined in a Standard should be implemented

Guidelines: Corporate Guidelines on Sustainability Matters
Recommends approaches for decisions, actions and performance, often specific to certain functional units or subsets of individuals

Training and Awareness

Teck is committed to the ongoing development of our people, with a focus on leadership development and technical skills. We provide all employees with a variety of training opportunities, including environment and safety programs aligned with our sustainability commitments. Employees responsible for our sustainability commitments across the organization may apply for topic-specific training. See the Our People and Culture section on page 48 for details on employee training and development.

Our policies and other commitments are communicated to employees and contractors through internal announcements, intranet newsletters, onboarding activities and other training. Our commitments are communicated to communities of interest such as local communities, governments, regulatory bodies, industry associations and strategic partners as part of regular engagement, including one-on-one meetings and updates, as well as by participating in industry and multi-stakeholder committees.

ENGAGING WITH COMMUNITIES OF INTEREST (COIS)

As part of our commitment to sustainable development and responsible environmental stewardship, we engage with our COIs in the assessment and management of sustainability impacts, risks and opportunities.

Direct and Indirect Stakeholder Engagement and Management

Our direct engagement of stakeholders is organized into three broad levels: information disclosure, dialogue and participation. Our corporate teams carry out direct engagement on an ongoing basis, often involving engagement with governments, industry associations, peers, shareholders and potential investors.

We carry out indirect engagement through the application of externally developed standards and frameworks that reflect stakeholder expectations. Our engagement with stakeholders is guided by our Sustainability Standards, which include our Social Performance Standard and associated procedures. Trust and grievances from the people and organizations that we engage with are reported to the S&SC.

Managing Employee and Community Feedback

Teck provides response mechanisms at every operation and project and in every exploration region to specifically ensure that those who want to provide feedback on our business practices—whether it's a comment, question, concern, complaint or compliment—are able to do so easily and, if they wish, anonymously. See the Relationships with Communities section on page 34 for more details on how we manage community feedback.

Doing What's Right is our program designed to maintain an ethical and safe workplace and uphold the moral and ethical principles within our Code of Ethics. It also specifies the basic norms and behaviours for those conducting business on our behalf. See the Business Conduct section on page 55 for more details on this program.

More information about the key engagement topics identified and managed by the organization can be found in the Engaging with Communities of Interest section of the Sustainability Report.

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COMPLIANCE AND ASSURANCE

Our ability to operate depends on meeting legal compliance requirements, industry standards and demonstrating value, both to shareholders and communities. We continually monitor and manage the social and environmental aspects of our activities and aim to meet or exceed regulations and achieve regulatory compliance. This helps us obtain and maintain approvals to operate and grow our business.

We engage directly and indirectly (through industry groups) with governments and regulators to support permitting processes that are practical and effective in meeting the needs of the local communities and environment. Once permits are granted, our assurance program is designed to confirm that we meet all relevant requirements. We track our permit and other requirements, and the management of those requirements, such as discharge monitoring, in our compliance and task management systems.

We periodically update our policies, management standards and management systems based on the changing expectations of best practices from our stakeholders, regulators and membership bodies. On an annual basis, individual and company objectives for sustainability are set and implemented.

Our sustainability assurance program audit scope includes legal compliance and compliance with the Teck Sustainability Management Standards based on risk priority criteria on a three-year rotational basis for all operations; corrective action plans are then developed to address the findings and drive continual improvement. Follow-up checks in the form of a mid-term effectiveness review are conducted to evaluate the effectiveness of actions implemented in response to the audits.

We also conduct external assurance to our voluntary membership commitments. The following table provides an overview of the types of audits and evaluations that are conducted across our operations.

Internal and External Assurance of Sustainability

Type	What is reviewed?	Governance	Evaluation criteria	Frequency
Internal				
Risk-based sustainability internal audits at each site	Adherence to regulatory and permit requirements and internal Sustainability Standards	Relevant senior management	Regulation, site-specific permits and internal standards	Three-year assurance cycle for operations and every six years for legacy properties
Internal mid-term effectiveness review	Validate effectiveness of closure of corrective actions post internal audit		Corrective actions from past audit internal findings	Approximately 20 months after the internal audit, within the three-year cycle
ISO 14001 internal audits	Components of the environmental management system at certified sites	International Organization for Standardization (ISO)	ISO 14001 Environmental Management System Standard	Re-certification every three years per ISO Standard
ISO 50001 internal audits	Components of the energy management system at selected sites		ISO 50001 Energy Management System Standard	Re-certification every three years per ISO Standard
External				
Towards Sustainable Mining (TSM) assurance	External verification of performance of operating sites to TSM Protocols	Mining Association of Canada	TSM Protocols	Verification every three years, annual self-assessment per TSM
Sustainability Report assurance	External assurance of report, metrics and practices	International Council on Mining and Metals (ICMM)	ICMM Assurance Procedure	Annually per ICMM
Greenhouse Gas (GHG) Regulation Assurance	Validation of GHG data reported and quantification of methodologies for B.C. operations	B.C. government	Quantification methodologies defined by regulation	Annually per regulation
ICMM Performance Expectations Validation	External validation of the ICMM Performance Expectations at operational sites	ICMM	ICMM Assurance Procedure	Validation every three years per ICMM
The Copper Mark (including multi-metals Zinc Mark and Molybdenum Mark) Certification (Version 1, Feb 2020)	External assurance of the Copper Mark Criteria Guide, based on the 32 Risk Readiness Assessment (RRA) Issue Areas, at operational sites	The Copper Mark	The Copper Mark Assurance Process	Assurance every three years per The Copper Mark
ISO 14001 external audits	Components of the environmental management system at certified sites	International Organization for Standardization (ISO)	ISO 14001 Environmental Management System Standard	Re-certification every three years per ISO Standard
ISO 50001 external audits	Components of the energy management system at selected sites	International Organization for Standardization (ISO)	ISO 50001 Energy Management System Standard	Re-certification every three years per ISO Standard

ENTERPRISE RISK MANAGEMENT

Teck's approach to risk management is guided by a comprehensive framework that enables consistent and integrated risk related processes across the organization. This approach is underpinned by the following key components:

- **Risk Management Framework:** Teck maintains a robust risk management framework to support the effective and efficient management of risk. The framework is centred on value creation and protection and integrates six key enabling elements for effective risk management: risk strategy, risk culture, risk capability, risk process, risk governance, and risk intelligence. The framework is governed by Teck's Enterprise Risk team, and supports the integration of risk management activities with decision making and planning across the entire organization. Teck's risk management framework is supported by policies, standards, tools and systems.

- **Risk Management Policy:** This Policy outlines Teck's commitment to maintaining a robust and effective risk management framework.

- **Risk Management Standard:** This Standard establishes the minimum mandatory requirements for risk identification, assessment, treatment, monitoring and communication.

- **Risk Management Process:** This process provides a consistent and structured methodology for identifying, assessing, treating, monitoring, and communicating risk.

Teck's Risk Management Framework aligns with industry best practices and is informed by ISO 31000. This process includes five key steps: risk identification, assessment, treatment, monitoring, and communication.

Teck employs both a top-down and bottom-up approach to risk management. The Top-down approach is where Teck's Principal Risks, those with the great potential impact on corporate objectives, are identified through a survey completed by Senior Leadership and the Board of Directors. The Principal Risks are owned by the accountable executive leadership team member and reported annually to the Board of Directors, as facilitated by the Enterprise Risk team. In 2025, Teck developed Risk Appetite Statements which align with the Principal Risks which have been developed by the respective ELT Principal Risk owners. These statements, along with their Key Risk indicators, set out the nature and level of risk the organization is willing to accept in pursuit of its strategic objectives. By articulating risk return trade-offs, the framework provides guidance to decision-makers and strengthens alignment between the Board and Management.

The bottom-up assessment process is where risk registers are re-assessed biannually. This process identifies new risks and reassessing historical risks by risk owners and signed off by the applicable senior leader. All risks are evaluated using Teck's risk matrix, which considers both likelihood and consequences of risks, with and without controls. Each risk owner is responsible for managing the risk and assigning control owners for critical controls. Control owners monitor the effectiveness of these controls and implement corrective actions as required. Based on the assessed risk magnitude, risk owners determine whether further treatment is required, and plan actions accordingly as integrated into the business planning and budgeting cycles.

To promote a strong risk culture, Teck has appointed Risk Business Partners for each functional area, operational site and legacy site. These individuals are responsible for facilitating the risk management process, supporting their departments in risk-related activities, and fostering risk awareness. The Enterprise Risk function provides comprehensive training to Risk Business Partners to enable alignment with the Risk Management Standard and to build risk management capabilities across the organization. In addition, corporate wide risk management training will be available for all employees in 2025.

Teck's Enterprise Risk function collaborates closely with the Assurance and Advisory team, which conducts risk-based audits across the organization. These audits provide independent assurance on the design and effectiveness of controls and are informed by the outcomes of the risk assessment process, ensuring alignment between risks and internal audits planning.

The Enterprise Risk function reports on principal and material risks to the executive leadership team and the Board at least annually and provides quarterly updates to senior management. This structured and integrated approach supports the development of a proactive risk culture and enables risk management to be embedded in all aspects of Teck's operations.

OUR APPROACH
TO ENVIRONMENTAL MANAGEMENT

GRI Indicators: 2-23, 2-24, 2-25, 2-26, 2-27, 2-28, 2-29

MANAGEMENT APPROACH TO SUSTAINABILITY

| Responsible Business | **Environmental Management** | Emergency Preparedness | Relationships with Indigenous Peoples | Health and Safety | Climate Change | Relationships with Communities | Water Stewardship | Tailings Management | Our People and Culture | Business Conduct | Biodiversity | Mine Closure | Value Chain Management | Human Rights | Air Quality | Circularity |

CONTEXT

We work in highly regulated jurisdictions with stringent and rigorously applied environmental legislation, which also makes environmental management a key compliance issue. Changes in environmental laws may have a material effect on our operations, both in terms of the effort and investment required to receive permits and achieve and maintain compliance.

Responsible environmental management creates value for the communities near mining operations as well as for our stakeholders and shareholders. Meeting or exceeding environmental standards contributes to support for mining, recruitment and retention of employees, and long-term sustainability for communities and ecosystems.

GOVERNANCE AND ACCOUNTABILITY

Accountability and Resourcing

The Board of Directors, through its Safety and Sustainability Committee, broadly oversees health, safety, environment and community policies, systems, performance and auditing, including implementation of Teck's sustainability-related standards (Sustainability Standards). Our activities associated with environmental management are reported to the Safety and Sustainability Committee of the Board.

The following senior leaders at the corporate level are involved in implementing responsible environmental management:

- The Executive Vice President (EVP) and Chief Legal and Sustainability Officer (CLSO) reports directly to the President and Chief Executive Officer and is responsible for protecting the company's legal interests, ensuring compliance with laws, regulations and ethical standards, mitigating risks, guiding and implementing strategies to maintain and strengthen Teck's community and Indigenous relationships, and driving sustainability initiatives

- The EVP and Chief Operating Officer reports directly to the President and CEO and is responsible for driving safety, operational excellence and asset optimization at Teck's operations across the North American and Latin American regional business units

- The Chief Sustainability Officer (CSO) reports to the EVP and CLSO and is responsible for guiding strategy and establishing governance and standards to drive enterprise sustainability performance, community and Indigenous affairs, environment and permitting

- The Vice President, Environment reports to the CSO and oversees compliance with environmental standards for projects, operations and our legacy properties; this includes regular reviews of environmental performance risks and strategic issues, including tailings, biodiversity, water, air and emissions and climate change

At each of our operations, we have a designated team leading Teck's work in environmental management. These employees are responsible for monitoring environmental management-related activities and managing incidents and using the results to inform and implement improved stewardship practices. See the Responsible Business section on page 3 for more details on our sustainability governance structure.

Policies and Standards

Our Code of Sustainable Conduct outlines our commitment to continually improve our environmental practices and to fully integrate them into each of our activities. We also have topic-specific environmental

policies such as our Climate Change Policy, Water Policy and Tailings Management Policy outlining our commitments in each of those areas.

Our Sustainability Standards help drive continual improvement and assessment of compliance with environmental regulations. The standards provide a consistent and systematic methodology for the identification and effective management of sustainability issues and risks, and provide a platform to support continual improvement in sustainability programs and performance. The standards are supported by guidance documents specific to technical areas, such as management and performance around tailings, water, biodiversity and a number of other key technical areas.

Memberships, Partnerships and External Commitments

- International Council on Mining and Metals (ICMM): A global industry association that represents leading international mining and metals companies who are required to implement the ICMM Principles, the Position Statements and the Performance Expectations, which include criteria related to environmental performance and risk management.

- Mining Association of Canada (MAC)—Towards Sustainable Mining (TSM): A Canadian industry association that promotes the development of the country's mining and mineral processing industry, works with governments on policies applicable to the sector, and promotes the value that mining brings to the economy and the daily life of Canadians while operating responsibly using the Towards Sustainable Mining Protocols.

- The Copper Mark (including multi-metals Zinc Mark and Molybdenum Mark): A multi-metals assurance framework developed by the International Copper Association to promote responsible practices and to demonstrate the transition minerals industry's contribution to the United Nations Sustainable Development Goals. The Copper Mark includes criteria related to environmental risk management.

- International Organization for Standardization (ISO) 14001: An international standard that specifies the

requirements for an environmental management system that organizations use to manage environmental responsibilities in a systematic way to enhance environmental performance.

APPROACH TO ENVIRONMENTAL MANAGEMENT

Our Targets and Commitments

We are committed to regular reporting on environmental issues and initiatives at our sites, and to conducting regular audits of the environmental compliance of our sites. Sites are required to develop corrective action plans based on findings and to regularly assess the implementation of those plans. We have set a target of having zero significant environmental incidents each year. We continually review our facilities and procedures and aspire to achieving the highest standard of safety and environmental protection standards.

Our sustainability strategy outlines our goals in relation to climate change, water stewardship, biodiversity, circularity and tailings management. We report on our performance against indicators and goals related to our environmental performance on an annual basis in our Sustainability Report.

Managing Environmental Incidents

Teck defines an incident as an "undesirable event arising from company activities that is both unplanned and uncontrolled, regardless of the severity of consequences". Sites are required to actively monitor and manage all incidents related to their activities, including those related to health and safety, communities and the environment. Company-wide criteria have been established for sites to identify, report and evaluate the severity of consequences of incidents. Sites are expected to follow up on all incidents identified to understand the impacts and to implement corrective actions wherever possible, with more significant incidents[5] potentially subject to root cause investigation. We report identified significant incidents, charges, fines and penalties related to air quality, biodiversity, waste, tailings and water annually in our Sustainability Report.

MANAGEMENT APPROACH TO SUSTAINABILITY

| Responsible Business | Environmental Management | Emergency Preparedness | Relationships with Indigenous Peoples | Health and Safety | Climate Change | Relationships with Communities | Water Stewardship | Tailings Management | Our People and Culture | Business Conduct | Biodiversity | Mine Closure | Value Chain Management | Human Rights | Air Quality | Circularity |

Environmental Monitoring

We collect a wide array of measurements and data to manage and evaluate our environmental performance, including:

• Emissions to air

• Ambient air quality, including particulate matter levels

• Noise levels

• Geotechnical information related to pit walls and water retention structures

• Environmental incidents

• Water quality (surface water, groundwater and permitted discharges to receiving water)

• Biodiversity (including land reclamation)

• Energy consumption and greenhouse gas emissions

• Waste and recycling information

Sites are required to develop corrective action plans based on findings from monitoring and regularly assess the implementation and effectiveness of those plans. All our sites are required to have control measures in place to minimize the likelihood of environmental incidents and to mitigate potential effects on the environment in case an incident does occur.

Managing Employee and Community Feedback

Teck provides response mechanisms at every operation and project and in every exploration region to specifically ensure that those who want to provide feedback on our business practices, including environmental management practices—whether it's a comment, question, concern, complaint or compliment—are able to do so easily and, if they wish, anonymously. See the Relationships with Communities section on page 34 for more details on how we manage community feedback.

Doing What's Right is our program designed to maintain an ethical and safe workplace and uphold the moral and ethical principles within our Code of Ethics. It also specifies the basic norms and behaviors for those

conducting business on our behalf. See the Business Conduct section on page 55 for more details on this program.

Assurance Related to Environmental Management

Teck implements the bespoke integrated assurance model, which audits internal controls and the effectiveness of the controls. These assurance activities include:

• Internal sustainability assurance audits and mid-term effectiveness reviews conducted at sites by Teck's Sustainability Assurance team

• External assurance by independent third-party assurance providers for relevant regulatory and voluntary membership requirements

Following each of these processes, the applicable management teams use the results to inform future actions and to contribute to Teck's five-year planning process. For details on topic-specific assurance processes, see our sections on Climate Change, Water Stewardship, Tailings Management, Biodiversity, Mine Closure, Circularity and Air Quality for more information.

Environmental Management Systems Certification

Since 2009, we have worked towards certification of environmental management systems to conform to the internationally recognized ISO 14001 standard. ISO 14001 certification requires internal and external verification through third-party audits conducted by accredited certification service providers. As of the end of 2024, four of our five active operations (80%) have attained and maintained certification. We also have one operation that is certified under the ISO 50001 Energy Management System standard.

The following table describes ISO 14001 Environmental Management-Related certification processes at Teck. Following each of these types of certifications, applicable management teams use the results to inform future actions and Teck's five-year planning process.

ISO 14001 Management System Certifications

Operation	Scope of Certification
Carmen de Andacollo	ISO 14001: Crushing, grinding, flotation, thickening, tailings deposit, filtering concentrate thickening, stacking, leaching, solvent extraction, mine maintenance, drilling and blasting, loading and transportation, and other activities performed at the mining site.
Highland Valley Copper	ISO 14001: An open pit mining operation producing copper and molybdenum mineral concentrates utilizing conventional grinding and flotation techniques. The mine facilities are defined by the No Shooting Boundary that surrounds the operation, with the addition of off-site exploration and drilling activities, the dams on Mamit, Laura and Jim Black lakes, and the Spatsum pumphouse on the Thompson River.
Red Dog	ISO 14001: Mining and milling of zinc and lead ore; operation of support facilities, including power generation, potable water plants, landfills, airport and wastewater treatment facilities; over-the-road haulage and storage of zinc and lead concentrates, fuel and freight; and operation of port facility with loading/unloading of fuel, freight and concentrates, excluding barge operations.
Trail	ISO 14001: Trail Operations' metallurgical facilities, including the production, storage and recycling of metals, chemical and specialty products, and related administrative functions at the Tadanac and Warfield sites.

OUR APPROACH
TO EMERGENCY PREPAREDNESS AND PLANNING

GRI Indicators: 14.15.1, 14.15.2, 14.15.4

MANAGEMENT APPROACH TO SUSTAINABILITY

| Responsible Business | Environmental Management | **Emergency Preparedness** | Relationships with Indigenous Peoples | Health and Safety | Climate Change | Relationships with Communities | Water Stewardship | Tailings Management | Our People and Culture | Business Conduct | Biodiversity | Mine Closure | Value Chain Management | Human Rights | Air Quality | Circularity |

Which Teck sites does this document apply to?

This section describes our approach to managing emergency preparedness and planning. This section applies to all Teck-controlled[6] sites, inclusive of contractor activities. This does not include operations in which Teck has/had an ownership interest but does not have operational control.

Sustainability performance information: See our Annual Sustainability Report, available for download on our website.

CONTEXT

Mining can pose risks, such as to the health and safety of our workforce. This includes tailings, which have the potential to become emergencies if not managed properly.

We recognize that maintaining strong relationships with our communities of interest and ensuring business continuity depend on our ability to effectively manage risks, and on being prepared to respond in a timely and appropriate manner, should an emergency occur.

The importance of emergency preparedness is reflected in the International Council on Mining and Metals (ICMM) Mining Principles. ICMM's Mining Principles include four Performance Expectations under Principle 4: Risk Management, including the expectation to maintain and test effective emergency response procedures in collaboration with potentially affected parties.

GOVERNANCE AND ACCOUNTABILITY

Accountability and Resourcing

The Board of Directors, through its Safety and Sustainability Committee, broadly oversees health, safety, environment and community policies, systems, performance and auditing, including implementation

of Teck's sustainability-related standards (Sustainability Standards). These standards include emergency preparedness and planning.

The following senior leaders at the corporate level are involved in implementing emergency preparedness and planning activities:

- Teck's Director, Risk, Security & Loss Control reports to the Executive Vice President and Chief Legal and Sustainability Officer and is responsible for ensuring that Teck has complete and current emergency protocols and pre-plans in place. The Director is also responsible for ensuring that operations and joint ventures practice scenario training and crisis management exercises to ensure that local crisis management teams have the ability to manage crises associated with their respective operation. Additionally, the Director conducts crisis management planning, including the testing of communications systems and practices at Teck in the event of an emergency.

Memberships, Partnerships and External Commitments

Teck works with numerous local, national and international organizations and programs to support and improve our approach to emergency planning and preparedness:

- International Council on Mining and Metals (ICMM): A global industry association that represents leading international mining and metals companies who are required to implement the ICMM Principles, the Position Statements and the Performance Expectations, which include criteria for risk management.

- Mining Association of Canada (MAC) —Towards Sustainable Mining (TSM): A Canadian industry association that promotes the development of the country's mining and mineral processing industry, works with governments on policies applicable to the sector, and promotes the value that mining brings to the economy and the daily life of Canadians while operating responsibly using the Towards Sustainable Mining Protocols. These include the TSM Crisis Management and Communication Protocol.

- The Copper Mark (including multi-metals Zinc Mark and Molybdenum Mark): A multi-metals assurance framework developed by the International Copper Association to promote responsible practices and to demonstrate the transition minerals industry's contribution to the United Nations Sustainable Development Goals.

EMERGENCY PREPAREDNESS, PLANNING AND MANAGEMENT AT TECK

We identify a comprehensive range of potential events and ensure we are prepared to respond to, and recover from, these situations as quickly and effectively as possible. Potential risks are mitigated through robust risk management measures. Various scenarios are tested via simulated drills to evaluate the adequacy and effectiveness of our emergency planning and preparedness—including human and physical resources. Emergency preparedness and planning exercises are conducted at a corporate and site level as well as within the communities near our operations, as outlined in the following table. 100% of Teck-controlled operating assets have emergency preparedness and response plans in place.

Our framework within Teck's Global Risk Management Program guides the process of:

- Identifying hazards
- Assessing the risks associated with those hazards
- Applying relevant controls to minimize the potential risks
- Regularly checking effectiveness of controls
- Ensuring appropriate plans and resources are put in place to respond to emergencies that may occur

Emergency Preparedness at Corporate Offices, Sites and Communities

Operation	Scope of Certification
Corporate Security Group—Crisis Management Team	• Develops, maintains and designs Teck's overall approach to risk management, including the risk management practices related to the development and oversight of sites' mining emergency response plans, which includes annual review, design and development of crisis simulations and training at sites • Provides risk identification and analysis support for individual sites • Coordinates additional training, capacity building and simulations as necessary
Individual Sites	• Develop mining emergency response plans tailored to site-specific risks • Work closely with the Corporate Security Group to ensure alignment with Teck's overall risk management approach and the global crisis management program • Conduct site-level training and simulations to ensure readiness and capabilities of response teams and emergency management teams • Coordinate with local stakeholders, including Indigenous groups
Local Communities	• Develop their own emergency preparedness and response plans • May collaborate and conduct joint simulations with adjacent Teck sites • May exchange information and best practices with adjacent and non-adjacent Teck sites

[6] Teck-controlled refers to situations where Teck has the ability to exert decision-making authority over an activity or location.

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MANAGEMENT APPROACH TO SUSTAINABILITY

| Responsible Business | Environmental Management | **Emergency Preparedness** | Relationships with Indigenous Peoples | Health and Safety | Climate Change | Relationships with Communities | Water Stewardship | Tailings Management | Our People and Culture | Business Conduct | Biodiversity | Mine Closure | Value Chain Management | Human Rights | Air Quality | Circularity |

Emergency Response Planning at Individual Sites

Components	Example
Clearly defined roles/ responsibilities	• Identifying, equipping and training first responders
Emergency response guidelines and procedures	• Security • Medical • Fire and explosion • Special considerations (earthquake, avalanche, tailings dam breach) • Specialized response for hazardous materials
Communications systems and procedures	• Establishing internal and external communications mechanisms • Call-out procedures • Musters and/or evacuations • Media management (reporters, social, etc.)
Response and control	• Organizational structure and responsibilities • Reviews and inspections (internal/external) • Capital replacement plans • Continuous improvement
Internal emergency response	• Plans for addressing emergencies within Teck's facilities, including scope, personnel involved, training, facilities, equipment and maintenance
External emergency response	• Plans for addressing emergencies outside of Teck's facilities, including mutual aid agreements, joint responsibilities and other agreements • Contractor service agreements • Medical treatments, including availability, means of transport and transport time
Testing and training for emergency situations	• Scheduling and conducting exercises and simulations • Ongoing tabletop reviews • Collaborative effort by operations, the Corporate Security Group—Crisis Management Team, and occasionally with multi-jurisdictional participation
Incident investigation procedures	• Maintaining documentation • Incident Cause Analysis Method (ICAM) or other form of investigation • Sharing of lessons learned

Standards for emergency preparedness are updated on a regular basis as required. With the support and guidance of our Corporate Security Group, each operation develops site-specific Mining Emergency Response Plans (MERPs) based upon those requirements and in alignment with Teck's Corporate Crisis Management Plan (CMP). We use these protocols and maintain a state of readiness for pandemic management. Emergency response plans and preparations are appropriate for site-specific conditions and are based on a range of credible—although extremely unlikely—incident scenarios.

In addition, each tailings facility has a Mine Emergency Response Plan, which is regularly reviewed and updated. We also review emergency response plans with our local communities and stakeholders, and undertake community meetings and emergency drills to work through these plans and to discuss our approach to tailings management. See the Tailings Management section on page 43 for further information.

Incident Management

An incident is an unintended event that, in the majority of cases, is immediately managed and that has no significant implications. We actively monitor and manage all incidents related to our activities, including those related to health and safety, communities and the environment.

All our operations have preventive control measures in place to minimize the likelihood of incidents and to mitigate potential effects on employees, communities or the environment in case an incident does occur. We apply a hierarchy of controls to strengthen our ability to prevent and mitigate risk. Control measures include Highly Protected Risk facility design considerations, spill containment measures, monitoring systems and alarms, standard operating procedures, training, regular inspections, and the identification of potential issues through internal risk assessments and audits. Not all of these control measures are in place in all locations.

Significant incidents[7] are investigated to identify key contributing factors, and we implement corrective actions to help prevent incidents from reoccurring. We also share learnings from Teck across the mining industry for any significant incidents.

Business Continuity Planning

Teck's business continuity program affirms our commitment to achieving operational excellence and continuous improvement by responsibly managing our risks across our operations and value chain. The program includes Teck's Sustainability Standards and Crisis Management Plan, which supports the ability of operations and corporate offices to avoid, resist and recover from disruptive events. Reasonably foreseeable disruptive events are identified in site risk registers, with mitigation and avoidance measures in place. Operations maintain processes to support business continuity, including ensuring availability of trained personnel, equipment and supplies, and emergency response plans.

[7] Teck uses a risk management consequence matrix to determine incident severity, which includes environmental, safety, community, reputational, legal and financial aspects. "Significant incidents" includes incidents assessed as Level 4, Level 5 or Level 6 based on our risk matrix and guidance.

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MANAGEMENT APPROACH TO SUSTAINABILITY

Responsible Business | Environmental Management | **Emergency Preparedness** | Relationships with Indigenous Peoples | Health and Safety | Climate Change | Relationships with Communities | Water Stewardship | Tailings Management | Our People and Culture | Business Conduct | Biodiversity | Mine Closure | Value Chain Management | Human Rights | Air Quality | Circularity

Assurance Related to Emergency Preparedness and Planning

Teck implements the bespoke integrated assurance model, which audits internal controls and the effectiveness of the controls. These assurance activities include:

- Internal sustainability assurance audits and mid-term effectiveness reviews conducted at sites by Teck's Sustainability Assurance team
- External assurance by independent third-party assurance providers for relevant regulatory and voluntary membership requirements

Following each of these processes, the applicable management teams use the results to inform future actions and to contribute to Teck's five-year planning process.

Assurance Related to Emergency Preparedness and Planning

Type	Organization	Items Reviewed
Internal	Teck (risk-based sustainability audits)	• Adherence to regulatory and permit requirements • Effectiveness of controls based on risk profile • Sustainability Standards
External	International Council on Mining and Metals: Sustainability Report Assurance and Performance Expectations	• Principle 4: Implement effective risk-management strategies and systems based on sound science, and which account for stakeholder perceptions of risk (Performance Expectation 4.4)
External	Mining Association of Canada: Towards Sustainable Mining (MAC TSM)	• TSM Crisis Management and Communications Protocol
External	The Copper Mark (Version 1, 2020)	Risk Readiness Assessment Criteria: • Issue area 12: Occupational Health and Safety • Issue area 14: Environmental Risk Management

OUR APPROACH
TO RELATIONSHIPS WITH INDIGENOUS PEOPLES

GRI Indicators: 2-16, 2-23, 2-24, 2-25, 2-26, 2-27, 2-28, 2-29, 3-3, 203-2, 204, 411, 411-1, 14.11.1, 14.12.2

MANAGEMENT APPROACH TO SUSTAINABILITY

| Responsible Business | Environmental Management | Emergency Preparedness | **Relationships with Indigenous Peoples** | Health and Safety | Climate Change | Relationships with Communities | Water Stewardship | Tailings Management | Our People and Culture | Business Conduct | Biodiversity | Mine Closure | Value Chain Management | Human Rights | Air Quality | Circularity |

Which Teck sites does this document apply to?

This section summarizes our approach to developing and maintaining relationships with Indigenous Peoples. This section applies to all Teck-controlled[8] sites located within or adjacent to Indigenous Peoples' territories, inclusive of contractor activities. This does not include operations in which Teck has/had an ownership interest but does not have operational control.

Relationships with Indigenous Peoples performance information: See our Annual Sustainability Report, available for download on our website.

CONTEXT

Indigenous Peoples have inherent rights in their traditional territories, recognized in international instruments such as the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the International Labour Organization Convention No. 169 (ILO No. 169).

At Teck, we acknowledge the historical context, and the benefits derived from past policies, which simultaneously created deep inequalities for Indigenous Peoples. A core component of being a responsible mining company is understanding and respecting the rights, cultures, interests and aspirations of Indigenous Peoples. We strive to work together to address impacts and facilitate Indigenous Peoples' access to opportunities through our activities, fostering mutual respect and benefit.

As our projects, operations and legacy sites may overlap with or be adjacent to Indigenous Peoples' territories, we recognize that respecting the rights, cultures, interests and aspirations of Indigenous Peoples is fundamental to our business and to meeting our commitment to responsible resource development.

GOVERNANCE AND ACCOUNTABILITY

Accountability and Resourcing

The Board of Directors, through its Safety and Sustainability Committee, broadly oversees health, safety, environment and community policies, systems, performance and auditing, including implementation of Teck's sustainability-related standards (Sustainability Standards).

The following senior leaders at the corporate level are involved in implementing the management of relationships with Indigenous Peoples:

- The Executive Vice President (EVP) and Chief Legal and Sustainability Officer (CLSO) reports directly to the President and Chief Executive Officer and is responsible for protecting the company's legal interests, ensuring compliance with laws, regulations and ethical standards, mitigating risks, guiding and implementing strategies to maintain and strengthen Teck's community and Indigenous relationships, and driving sustainability initiatives

- The Chief Sustainability Officer (CSO) reports to the EVP and CLSO and is responsible for guiding strategy and establishing governance and standards to drive enterprise sustainability performance, community and Indigenous affairs, environment and permitting

- The Director of Indigenous Affairs reports to the CSO and is responsible for strategically deploying resources to regions or assets to ensure the delivery of services in a consistent and cost-effective manner; the Director of Indigenous Affairs plays a key role in developing and implementing policies and programs that support Indigenous engagement and participation while monitoring and evaluating the effectiveness of these initiatives to drive continuous improvement

Teck's executive leadership team is actively involved in the negotiation of agreements and, where relevant, in the resolution of grievances with Indigenous Peoples. Our engagement with Indigenous Peoples is conducted primarily by the General Managers and the Environment and Social Performance teams at each of our operations, projects and exploration sites, and is supported by our corporate and regional Indigenous Relations teams. See the Responsible Business section on page 3 for more details on our sustainability governance structure.

Policies and Standards

Our Code of Sustainable Conduct outlines our commitment to continually improve our environmental and social practices, including community and Indigenous engagement practices, and integrate them fully into each of our activities.

Teck's Indigenous Peoples Policy affirms our commitment to respect the rights, cultures, interests and aspirations of Indigenous Peoples. The policy was developed with input and guidance from Indigenous Peoples in our local communities, as well as with leading local and international groups with expertise in Indigenous and mining policy. Other policies that guide our approach to relationships with Indigenous Peoples include our Human Rights Policy, Equity, Diversity and Inclusion Policy, Respectful Workplace Policy, Code of Ethics and Expectations for Suppliers and Contractors.

Teck's Sustainability Standards, in particular the Social Performance Standard, outline the framework for the identification and effective management of sustainability risks and opportunities, including those related to Indigenous Peoples, and define a process for continual improvement.

The Social Performance Standard is supported by three Indigenous-specific procedures, which define the minimum mandatory requirements for Teck-controlled entities to follow. These includes the Indigenous Agreement Procedure, Indigenous Regulatory Engagement Procedure and the Cultural Heritage Management Procedure. Procedures for Indigenous employment and procurement are in draft and will be informed by Indigenous engagement. To set minimum requirements, these procedures will apply to all Teck-controlled sites. Procedures are also maintained at each operating site for context-specific requirements, including implementation of employment, procurement or other economic participation commitments set out in our Indigenous agreements.

Memberships, Partnerships and External Commitments

In addition to Teck's policies and standards, Teck has committed to several national and international frameworks to guide our approach to working with Indigenous Peoples, governments and communities, including:

- **International Council on Mining and Metals (ICMM):** A global industry association that represents leading international mining and metals companies who are required to implement the ICMM Principles, the Position Statements and the Performance Expectations, which include criteria for Indigenous Peoples and mining.

- **Mining Association of Canada (MAC)—Towards Sustainable Mining (TSM):** A Canadian industry association that promotes the development and value of the country's mining and mineral processing industry to Canadians, works with governments on industry policies, and manages the Towards Sustainable Mining Program, including an Indigenous and Community Relationships Protocol.

- **The Copper Mark (including multi-metals Zinc Mark and Molybdenum Mark):** A multi-metals assurance framework developed by the International Copper Association to promote responsible practices and to demonstrate contribution of the transition minerals industry to the United Nations Sustainable Development Goals. The Copper Mark includes criteria related to the rights of Indigenous Peoples.

APPROACH TO RELATIONSHIPS WITH INDIGENOUS PEOPLES

The foundation of our approach is recognizing and respecting the rights of Indigenous Peoples. This starts with acknowledging these rights and interests as they are enshrined in local, national and international law. Teck aims to engage beyond minimum regulatory requirements as we seek to build trust-based, lasting relationships with Indigenous Peoples in the areas where we operate.

8 Teck-controlled refers to situations where Teck has the ability to exert decision-making authority over an activity or location.

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MANAGEMENT APPROACH TO SUSTAINABILITY

| Responsible Business | Environmental Management | Emergency Preparedness | **Relationships with Indigenous Peoples** | Health and Safety | Climate Change | Relationships with Communities | Water Stewardship | Tailings Management | Our People and Culture | Business Conduct | Biodiversity | Mine Closure | Value Chain Management | Human Rights | Air Quality | Circularity |

Recognizing and Respecting the Rights of Indigenous Peoples

Reconciliation with Indigenous Peoples is an important societal process that involves governments, including Indigenous organizations and governments, Indigenous Peoples, non-Indigenous communities, civil society organizations and the business community.

The United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the Truth and Reconciliation Commission Call to Action #92, the National Inquiry into Missing and Murdered Indigenous Women and Girls Calls for Justice, the International Labour Organization Convention No. 169 (ILO No. 169) and the International Finance Corporation Performance Standard 7 provide guidance for government and private sector interaction with Indigenous Peoples.

At Teck, we strive for early and meaningful engagement with Indigenous Peoples wherever we work, and we design our engagement and community development programs in alignment with the circumstances of each Indigenous government or organization. We also continue to advance a Reconciliation Action Plan, which includes commitments that acknowledge and support Indigenous Peoples' rights to self-determination, and align with Indigenous-led frameworks, including UNDRIP, the Truth and Reconciliation Call to Action #92 and the National Inquiry into Missing and Murdered Indigenous Women and Girls Calls for Justice. This includes aiming to foster a culture that respects Indigenous rights within Teck, creating lasting value aligned with the self-defined goals of our Indigenous partners, and contributing to the global work on Truth and Reconciliation.

Engagement with Indigenous Peoples

We engage with Indigenous Peoples and work to obtain their free, prior and informed consent (FPIC) throughout all stages of the mining life cycle. To initiate respectful and trust-based relationships as early as possible we engage with Indigenous rights holders to understand critical interests of Indigenous communities, culturally significant areas, and potential impacts on Indigenous rights and cultural practices. This dialogue forms the basis for our consensus-seeking activities, from exploration to closure. We work to collaboratively assess potential impacts on Indigenous Peoples and identify ways to avoid, mitigate and offset those possible effects with Indigenous Peoples.

We maintain community response mechanisms aligned with the United Nations Guiding Principles on Business and Human Rights, and engage Indigenous Peoples in the development, implementation and maintenance of these mechanisms, and to build in accessibility and cultural appropriateness.

Teck also maintains a confidential whistle-blower program for anyone with concerns or information about conduct that violates our Code of Ethics. We are working to ensure that our grievance mechanisms are culturally appropriate.

Identifying and Engaging with Potentially Impacted Indigenous Peoples

Prior to commencing work in an area, our site Communities teams are required to develop an area of influence map and a communities of interest (COIs) map to identify potentially affected rights-holders at an early stage. Corporate and sites teams collaborate to determine the jurisdictional and regulatory Indigenous rights context, and work with COIs and Indigenous Peoples to determine the appropriate scope of consultation and any agreements for the project. These agreements often include environmental, economic, social and cultural provisions, including support to protect and preserve cultural heritage and culturally significant sites. These provisions address the access, use and stewardship of traditional or customary lands and resources where cultural heritage considerations are jointly identified and managed between the parties. Site teams are then responsible for the execution of our commitments, and for the maintenance of healthy dialogue-based relationships with Indigenous Peoples. Our team develops governance materials that aim to ensure compliance and leading practices in the implementation of agreements with Indigenous Nations or organizations, and the North American and Latin American business units support sites in meeting these requirements and objectives.

Consultation and Consensus-Seeking

Consultation and consensus-seeking with Indigenous Peoples is an essential component in project development, and a requirement of most ongoing regulatory approvals processes, as many Indigenous Nations and organizations are considered governments in the regions where we operate, especially in Canada. Crown governments often delegate some or all aspects of consultation and consensus-seeking activities to Teck. As such, seeking the consent of Indigenous Peoples is consistent with Teck's policies and is often a critical aspect of our engagement with Indigenous Peoples.

In keeping with guidance from the ICMM and MAC, we are committed to working to achieve and maintain the free, prior and informed consent of Indigenous Peoples throughout all stages of the mine life cycle.

Negotiating Agreements

Agreements create a framework for cooperation and clarity on topics such as consultation and engagement, technical review, cultural heritage, the environment and land stewardship, economic participation, including financial contributions to communities, employment and business opportunities, and affirming consent or support for Teck's activities. Agreements typically include a financial component for compensation or capacity-building, or services rendered. Our agreements with Indigenous Peoples typically address the full range of our activities, from early stages of exploration through to closure. Agreements reduce business risk by increasing project and operational certainty, and can cover short-term, seasonal work as well as long-term operations and projects.

Our approach to negotiating agreements focuses on:

- Building trust, mutual respect, cooperation and open communication of interests and concerns
- Supporting community prosperity
- Working with Indigenous Peoples to incorporate traditional Indigenous knowledge and governance approaches

Teck incorporates commitments into internal tracking tools to enable understanding and fulfillment. Our annual Sustainability Databook spreadsheet includes a full list of our active agreements with Indigenous Peoples for projects and operations.

Receiving and Integrating Traditional Knowledge and Supporting Land Use Studies

Indigenous traditional knowledge is core to understanding and mitigating the environmental and social impacts of a mine—from project design, to developing and executing monitoring plans, to planning and implementing reclamation.

Further, incorporating Indigenous Peoples' unique knowledge about local environments is important to respect Indigenous interests and aspirations, to support better decision-making and to strengthen relationships.

We work to establish processes with Indigenous Peoples that integrate Indigenous traditional knowledge and governance structures, where traditional representatives can participate.

MANAGEMENT APPROACH TO SUSTAINABILITY

| Responsible Business | Environmental Management | Emergency Preparedness | **Relationships with Indigenous Peoples** | Health and Safety | Climate Change | Relationships with Communities | Water Stewardship | Tailings Management | Our People and Culture | Business Conduct | Biodiversity | Mine Closure | Value Chain Management | Human Rights | Air Quality | Circularity |

Co-Creating Economic Opportunities

Commitments in agreements with Indigenous Peoples reflect their priorities and can include training, employment and procurement, such as offering specific roles exclusively to qualified Indigenous Peoples, preferential hiring, establishing employment processes and related key performance indicators, and supporting local apprenticeship and training programs, including internship opportunities for Indigenous students. For example, at our Red Dog Mine in Alaska, we have an operating agreement with the landowner, NANA Regional Corporation, Inc. (NANA), an Alaska Native Corporation owned by the Iñupiat people of northwest Alaska. Under the agreement, NANA receives a significant portion of the mine's profits, and a majority of Red Dog's employees and contractors are NANA shareholders.

Procurement with Indigenous businesses is a significant opportunity for Teck to foster economic development and to be the beneficiary of Indigenous business skills and entrepreneurship. In accordance with our Sustainability Standards, our supplier selection process considers participation from Indigenous or traditionally under-represented groups, assessing each supplier's ownership structure as well as their role as a regulator or government to ensure we avoid any possible conflicts of interest. For our projects and operations, we identify local Indigenous suppliers, share information on procurement opportunities and on our supplier qualification requirements and, in certain instances, implement preferential bidding practices. We work directly with Indigenous suppliers to provide them with training and business development support. We are also advancing socio-economic data proficiency within the supply chain to better understand our direct and indirect economic impacts in communities.

We pursue company-wide and site-specific approaches to increasing Indigenous employment, training and retention. We are developing an Indigenous and Local Employment Procedure to define minimum requirements completed at a company-wide level, and a complementary strategy and performance dashboard for implementation.

Community Investment and Indigenous Peoples

To support our relationships with Indigenous Peoples, Teck invests in a wide range of initiatives and programs that benefit Indigenous Peoples on local, regional and national levels. This includes investments that support Indigenous cultural preservation and revitalization, youth education and development, health and wellness programs, and various environmental initiatives. We report on our community investment programs focused on Indigenous Peoples in our annual Sustainability Report. See the Relationships with Communities section on page 34 for more information on our community investment program.

Community investment partners include:

- *Back to the Fire:* An Indigenous documentary series focused on passing down wisdom and learnings from Indigenous Elders to youth to reclaim values and virtues, and to repair a traditional teaching cycle broken by colonialism and its attendant atrocities. Teck is a sponsor of the development of *Back to the Fire*.

- BC Achievement Foundation: Recognizes, celebrates and stewards outstanding British Columbians while elevating their stories of excellence; Teck is a sponsor of the Indigenous Business Award (IBA) program, which fosters Indigenous entrepreneurship in British Columbia and the Reconciliation Award, which recognizes those who have demonstrated exceptional leadership in advancing the Truth and Reconciliation Commission of Canada's Calls to Action

- B.C. Elders Gathering: Teck is a sponsor of the B.C. Elders Gathering, which facilitates a space for First Nations Elders of B.C. to connect, share stories, build resilience and exchange knowledge.

- *Bears' Lair* TV: Promotes and supports the success of Indigenous entrepreneurs and advances economic reconciliation. Teck is a sponsor and appears on season 2 of the *Bears' Lair* TV show.

- Canadian Council for Indigenous Business (CCIB): Teck is a patron member and a community development partner with CCIB, which builds bridges between Indigenous and non-Indigenous peoples, businesses

and communities through diverse programming, by providing tools, training, network building and major business awards, and through national events.

- Champions Table: Teck is a founding member of the Champions Table, a formal and ongoing opportunity to foster dialogue between the B.C. Assembly of First Nations and the Business Council of British Columbia.

- Forward Summit: Teck sponsors and participated in Forward Summit, where industry, government and Indigenous organizations gathered to discuss topics related to Reconciliation and Indigenous inclusion in the economy and in the workplace.

- First Nations Major Projects Coalition (FNMPC): FNMPC partners with Indigenous organizations in harnessing economic opportunities by providing capacity tools and support for making decisions on major projects in traditional territories. Teck sponsors and participates in FNMPC's annual conference, which features dialogue on harnessing pathways to Reconciliation and on Indigenous inclusion in the economy.

- Indian Residential School Survivors Society (IRSSS): IRSSS supports survivors of the Residential School system and their families, including Resolution Health Support, Cultural Support, youth programming, and a 24/7 crisis line. Teck supports IRSSS programming and sponsored their 30th Anniversary Gala in 2024, recognizing three decades of support for Residential School Survivors and families.

- Indigenous Partnership Success Showcase: Encourages dialogue and promotes shared success between Indigenous communities and industry. Teck annually sponsors and participates in the Indigenous Partnerships Success Showcase, which champions positive and collaborative relationship- and partnership-building.

- Indspire: Teck annually supports both Indspire's Building Brighter Futures bursary program and the Soaring: Indigenous Youth Empowerment Gathering. The bursary program includes 10 bursaries for Indigenous students with a demonstrated financial need who are attending a post-secondary institution or a technical training and development program. The Soaring conference

brings Indigenous high school students from across the country to learn about career and post-secondary education options.

- UN Women Originarias Programme: Teck provides financial support to a UN Women initiative to create opportunities for skills development of Indigenous women in northern Chile. The Originarias program, which is a collaborative initiative between UN Women and Teck, was established in 2016 with the primary goal of empowering Indigenous women in Chile. To date, the program has positively impacted over 8,000 women. The program focuses on building women entrepreneurs, financial literacy and combating gender-based violence and many other social programs aimed at improving the quality of life.

Cultural Awareness Training

Cultural awareness training supports Teck in our commitment to having effective relationships with the Indigenous Peoples we work with and with our Indigenous colleagues. It is also a key part of Teck's commitment to inclusion and diversity in the workplace.

Our Indigenous Cultural Awareness Training delivers educational materials on Indigenous history, culture and rights to ensure that our relationships with Indigenous Peoples are built on trust and respect. Computer-based training focused on the North American context is available to employees, and live facilitated sessions are hosted at a local level. The aim of the training is to build a broad understanding of Indigenous Peoples and how Indigenous knowledge can be included in our business and decision-making. Completing the Indigenous Cultural Awareness Training is required by all employees in Canada, and by Explorations and Geoscience employees in the U.S. A Chile-specific program is currently in development.

MANAGEMENT APPROACH TO SUSTAINABILITY

| Responsible Business | Environmental Management | Emergency Preparedness | **Relationships with Indigenous Peoples** | Health and Safety | Climate Change | Relationships with Communities | Water Stewardship | Tailings Management | Our People and Culture | Business Conduct | Biodiversity | Mine Closure | Value Chain Management | Human Rights | Air Quality | Circularity |

Feedback

There are several processes through which Indigenous Peoples can inform us of concerns, including formal response mechanisms, dispute resolution clauses in agreements, and ongoing engagement. Additionally, agreements with Indigenous Peoples often establish processes to work through feedback and areas of concern and help to fulfill our commitment to improving well-being in self-defined ways. All methods of grievance or feedback collection are designed in a culturally appropriate way. See the Relationships with Communities section on page 34 and the Human Rights section on page 74 for more information.

Our Targets and Commitments

Teck's sustainability strategy guides our long-term approach and goals related to relationships with communities and Indigenous Peoples throughout the organization. Our current sustainability strategy was updated in 2020.

Strategic Priority:

- Collaborate with communities and Indigenous Peoples to generate economic benefits, advance reconciliation efforts and improve community well-being

Goals:

- Increase local employment and procurement opportunities by the end of 2025 to deliver direct economic benefits to communities

- Achieve greater representation of Indigenous Peoples across our business by the end of 2025 by increasing employment and procurement through business development, capacity-building, and education and training opportunities

- Deliver positive social, economic and environmental outcomes for communities and Indigenous Peoples by contributing $100 million to community organizations and global initiatives, including our Zinc & Health and Copper & Health programs, by 2025

For more information on our sustainability strategy goals, see the Sustainability Strategy section of our website.

We report on our performance against indicators and goals related to Indigenous Peoples on an annual basis in our Sustainability Report.

Assurance Related to Relationships with Indigenous Peoples

Teck implements the bespoke integrated assurance model, which audits internal controls and the effectiveness of the controls. These assurance activities include:

- Internal sustainability assurance audits and mid-term effectiveness reviews conducted at sites by Teck's Sustainability Assurance team

- External assurance by independent third-party assurance providers for relevant regulatory and voluntary membership requirements

Following each of these processes, the applicable management teams use the results to inform future actions and to contribute to Teck's five-year planning process.

Assurance Related to Relationships with Indigenous Peoples

Type	Organization	Items Reviewed
Internal	Teck (risk-based sustainability audits and independent third-party-led Human Rights Risk Assessments)	• Adherence to regulatory and permit requirements • Effectiveness of controls based on risk profile • Sustainability Standards
External	International Council on Mining and Metals: Sustainability Report Assurance and Performance Expectations	• Principle 3: Respect human rights and the interests, cultures, customs and values of employees and communities affected by our activities (Performance Expectations 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8)
External	Mining Association of Canada: Towards Sustainable Mining assurance	• TSM Indigenous and Community Relationships Protocol
External	The Copper Mark (Version 1, 2020)	Risk Readiness Assessment Criteria: • Issue area 3: Stakeholder Engagement • Issue area 23: Community Health & Safety • Issue area 34: Community Development • Issue area 28: Indigenous Peoples' Rights • Issue area 30: Cultural Heritage

OUR APPROACH
TO HEALTH AND SAFETY

GRI Indicators: 2-23, 2-24, 2-26, 2-27, 2-28, 2-29, 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-10, 14.16.1, 14.16.2, 14.16.3, 14.16.4, 14.16.5, 14.16.6, 14.16.7, 14.16.8. 14.16.9, 14.16.11

MANAGEMENT APPROACH TO SUSTAINABILITY

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Which Teck sites does this document apply to?

This section summarizes our approach to managing health and safety. This section applies to all Teck-controlled[9] assets, including all employees, contractors and any person whose work and/or workplace is directly controlled by Teck. This does not include assets in which Teck has/had an ownership interest but does not have operational control.

Health and safety performance information: See our Annual Sustainability Report, available for download on our website.

CONTEXT

Mining and processing involves the handling of large volumes of materials, the use of heavy equipment, and hazardous processes. Poor management of occupational health and safety risks can significantly impact the lives of our employees, their families and the greater communities, as well as affecting morale, reputation, productivity and labour costs, and can result in fines and other liabilities.
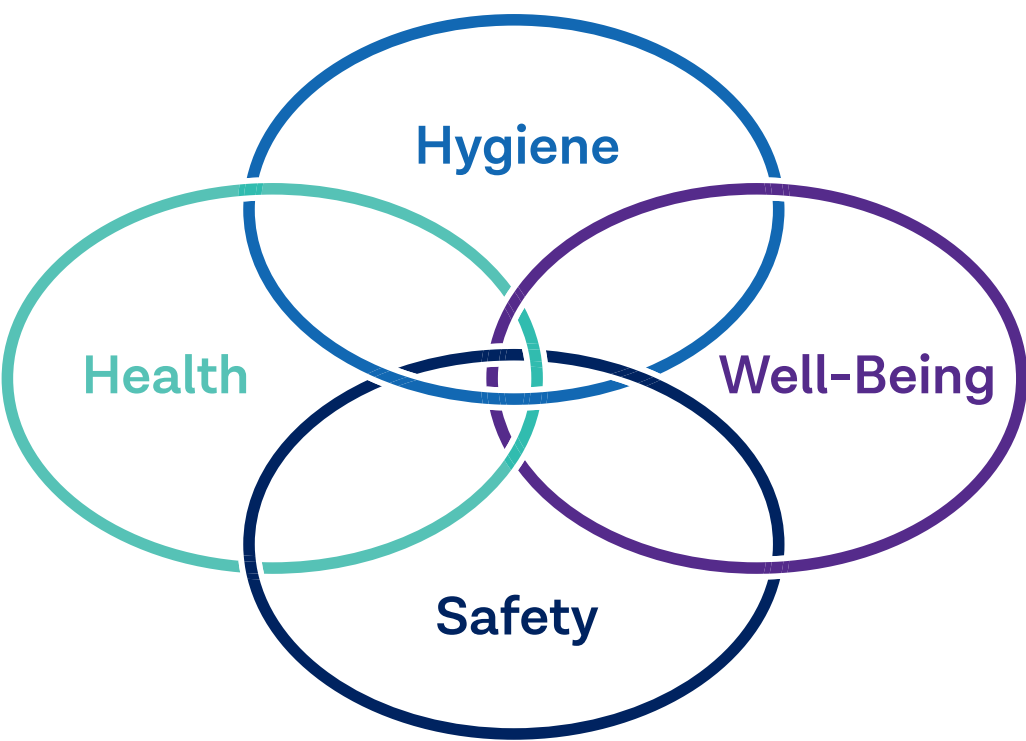
Health and safety are core values for our company. We understand health as the state of physical, mental and social well-being, not merely the absence of injury, infirmity or disease. We believe that all workplace incidents that could cause serious physical and psychological harm in the near and long term to our employees, contractors and other persons in our workplace are preventable. Aligned with our understanding of health, our strategic activities support four areas: health, hygiene, safety and mental health and well-being.

GOVERNANCE AND ACCOUNTABILITY

Accountability Resourcing and Compensation

The Board of Directors, through its Safety and Sustainability Committee, broadly oversees health, safety, environment and community policies, systems, performance and auditing, including implementation of Teck's sustainability-related standards (Sustainability Standards). Health and safety incidents are recorded as they occur and are reported in monthly company-wide performance reports.

The following senior leaders are involved in implementing the management of health and safety at the corporate level:

- The Executive Vice President (EVP) and Chief Operating Officer (COO) reports directly to the President and Chief Executive Officer and leads Teck's Health and Safety function, responsible for driving safety, operational excellence and asset optimization at Teck's operations across the North America and Latin America regional business units.

- The Vice President, Health and Safety and Chief Medical Officer reports to the EVP and COO and leads our efforts from the corporate head office in supporting the development of Teck's health and safety policies, standards and practices for all Teck's employees

An executive Health and Safety Advisory Committee, which is comprised of several EVPs responsible for our operations, meets three to four times a year to review, evaluate and inform health and safety policy and initiative planning; the committee also provides additional oversight of performance.

For executive compensation, health and safety performance is measured through year-over-year statistics on balanced metrics that include both lagging and leading indicators. Overall performance is based on Lost-Time Disabling Injury Frequency and High-Potential Incident Frequency, together with our performance against leading indicators such as our ability to complete preventive actions to identify, reduce and, where possible, eliminate high-risk occupational exposures, and the progress of strategic objectives. Using both leading and lagging indicators aligns our bonus plan payout levels with how well we manage and evaluate health and safety performance across Teck. See the Responsible Business section on page 3 for more details on our sustainability governance structure and compensation practices.

Policies and Standards

Teck has in place a set of policies, standards, guidelines, operating procedures and systems that describes accountabilities, controls and other minimum requirements for managing health, hygiene and safety risks. We are in the process of developing similar documents to guide our activities to support psychological health and safety in the workplace. These apply to all Teck-controlled assets (excluding projects or operations in which Teck has an ownership interest but not operational control), including 100% of employees and contractors.

Our Code of Sustainable Conduct outlines our commitment to continually improve our health and safety and sustainability practices and to fully integrate them into each of our activities.

Teck's Sustainability Standards outline the framework for the identification and effective management of sustainability risks and opportunities, including those related to health and safety, and define a process

for continual improvement. We also have a standard for occupational hygiene and standards related to occupational health and occupational well-being in development.

Our Health and Safety Policy outlines our commitment to providing leadership and resources for embedding core values of health and safety across our company.

Health and safety are also included within our Expectations for Suppliers and Contractors, which has been established to clearly communicate Teck's expectations for suppliers of goods and contractors performing services for, or on behalf of, Teck. The expectations apply to suppliers and all their parent, subsidiary and affiliated companies, and to their respective employees, contractors and agents. These expectations are broadly communicated to all our suppliers and contractors and are included in our contracts with suppliers.

Memberships, Partnerships and External Commitments

We work with various local, national and international organizations and programs to incorporate best practice of health and safety into our systems:

- International Council on Mining and Metals (ICMM): A global industry association that represents leading international mining and metals companies who are required to implement the ICMM Principles, the Position Statements and the Performance Expectations, which include criteria related to health and safety.

- Mining Association of Canada (MAC)—Towards Sustainable Mining (TSM): A Canadian industry association that promotes the development of the country's mining and mineral processing industry, works with governments on policies applicable to the sector, and promotes the value that mining brings to the economy and the daily life of Canadians while operating responsibly using the Towards Sustainable Mining Protocols. This includes the TSM Safety and Health Protocol.

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[9] Teck-controlled refers to situations where Teck has the ability to exert decision-making authority over an activity or location.

MANAGEMENT APPROACH TO SUSTAINABILITY

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- **The Copper Mark (including multi-metals Zinc Mark and Molybdenum Mark):** A multi-metals assurance framework developed by the International Copper Association to promote responsible practices and to demonstrate the contribution of the transition minerals industry to the United Nations Sustainable Development Goals. The Copper Mark includes criteria related to occupational health and safety, and community health and safety.

- **The Earth Moving Equipment Safety Round Table (EMESRT):** A global initiative that engages mining companies and key mining industry original equipment manufacturers (OEMs) to advance the design of the equipment to improve safe operability and maintainability beyond standards.

- **International Lead Association:** An organization dedicated to encouraging the responsible use of lead and its compounds.

- **International Zinc Association (IZA):** A non-profit organization that promotes the role that zinc plays in product applications, human health, and crop nutrition.

APPROACH TO MANAGING HEALTH AND SAFETY

At Teck, our commitment to health and safety is paramount to our operations and everywhere we work, which is reflected in our corporate health and safety strategy. This strategy is structured around five key strategic objectives.

Everyone Going Home Safe and Healthy Every Day

Critical Outcomes
- Health
- Safety
- Mental Health & Well-Being

Strategic Objectives
- Risk Management
- Learning Organization
- Coaching, Reporting, Governance
- H&S Culture
- Community

OUR HEALTH AND SAFETY STRATEGIC OBJECTIVES

Risk Management

Eliminate or control hazards by enhancing risk management processes, including adopting a human factors approach.

To support proactive mitigation of high-potential risks, we have a High-Potential Risk Control (HPRC) program at all Teck-controlled assets. This program focuses on improving the way we identify, implement and verify the controls that will most effectively prevent serious injury or fatalities.

In addition to task-based, project and site risk assessments, a review of the HPRC documents was completed with representatives across our operations and released across the organization in 2024. Sites have since completed an HPRC gap analysis of their compliance with these documents and are now compiling a multi-year plan to improve their compliance. The completion of the HPRC gap analysis is a component of Teck's 2024 bonus plan.

Comprehensive occupational hygiene programs are in place at all our operations globally. These programs are designed to limit exposures to hazardous agents such as silica, welding fumes, noise, lead and other workplace exposures, and to provide consistent guidance for the management and monitoring of occupational exposures across the company.

These programs are designed to limit worker exposure to harmful substances by understanding workplace exposure risks and provision of suitable controls to personnel to protect their short-term and longer-term health. This includes reducing worker exposures at the source through technology and engineering controls Where this is not yet possible, controls such as personal protective equipment are in place to limit exposures. When personal protective equipment is required, we have procedures to enable the provision of adequate protection, for example by conducting fit testing, as mandated by rules and regulations, to ensure individuals have the right size and type of respirator.

Across our business, there is operational ownership and leadership to manage exposure risks; we have professional occupational hygienists leading these programs in all our operations. All Teck operations have exposure reduction plans that are updated annually and that are prioritized to address risks of greatest concern, including the most significant health risks (e.g., carcinogens, respiratory diseases, reproductive toxins) affecting the greatest number of our workforce. Engineered controls are emphasized in Exposure Reduction Plans (ERPs).

Our Occupational Hygiene Committee provides an opportunity for knowledge sharing, collaboration on best practices and exposure reduction initiatives, discussion of emerging trends and technologies, joint problem-solving and the development of consistent standards across sites. It also facilitates the exchange of lessons learned from past projects, encourages peer support and fosters a culture of continuous improvement by allowing occupational hygienists to share data, ideas and strategies for mitigating occupational health risks. Our workforce is engaged in all aspects of our exposure reduction initiatives and is a valued and essential partner to the success of those initiatives. We also support the development of our occupational hygiene professionals through external and internal educational opportunities.

Teck has been using real-time particulate monitoring technology to help identify tasks and activities that contribute to particulate exposures. This information is assisting us with better focusing our exposure reduction efforts on those specific tasks and activities associated with generating particulate exposures.

Despite best efforts, some employees may be exposed to hazards such as noise or silica dust that can cause longer-term health impacts. Therefore, as part of our Occupational Health Program, all our operations have annual Occupational Health Improvement Plans (OHIPs) in place. These plans encompass a broad range of initiatives to improve occupational health management at our sites, including medical assessment programs to screen for early evidence of any illness.

In addition to their site five-year plan, sites develop Safety Improvement Plans (SIPs) detailing their one-year plan. These document the mixture of site-specific unique safety needs and their plan in executing Teck-wide initiatives into their operation. Our operations are supported to identify improvement opportunities for their ERPs, OHIPs and SIPs, and the completion of these improvement plans has generally featured as a component of our bonus program. Teck maintains drug and alcohol policies that include pre-employment and post-incident testing. Outside of Canada, all our operations have drug and alcohol policies that allow for testing, including random testing as permitted under local laws.

Learning Organization

Promote a learning organization by building capacity and improving knowledge-sharing.

Promoting a learning organization includes embracing new technologies, refining processes, and fostering an environment where every employee is empowered to contribute to safety improvements. Teck is advancing health and safety learning, with initiatives underway that include embracing efficient and timely communication, refining our processes, exploring new technologies, and fostering an environment where every employee is empowered to learn from our incidents and to contribute to safety improvements.

Using the Incident Cause Analysis Method (ICAM) investigation methodology, we consider the contributing factors that led to each incident at the individual, team and organizational levels. Striving for continual learning and improvement from these incidents allows us to better identify and target actions for high-risk factors across our operations. The corporate Health and Safety group undertakes regular reviews of ICAMs related to high-potential incidents.

MANAGEMENT APPROACH TO SUSTAINABILITY

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Beyond our own incidents, learning from others is another source of improvement. We are dedicated to creating communities of practice for identified areas of risk and to providing a platform for our employees to share knowledge, learn from one another, and collectively align and enhance our health and safety standards.

At an industry level, Teck has helped support the ICMM to create focused working groups in the areas of health and hygiene to develop standards, identify best practices and create global learning hubs.

Coaching, Reporting and Governance

Strengthen alignment of health and safety practices by providing coaching, assurance, governance, standards and reporting.

We continuously monitor, govern and improve the health and safety aspects of Teck's sustainability management system. We recognize the importance of timely insights and data-driven decision-making, and the advantages that present in respect to the management of health and safety and continue to strengthen reporting and data analytics capability.

We track and report all safety incidents to Teck senior management. Teck classifies significant incidents as High-Potential Incidents (HPIs)[10], Serious HPIs, or Potentially Fatal Occurrences (PFOs).[11] There is a defined management process that is followed at each level. We are committed to investigating all significant incidents to comprehensively understand key learnings and implement prioritized action plans to mitigate against recurrences. We also report health and safety incidents publicly in our annual Sustainability Report.

Health and Safety Culture and Community

Advance a courageous and caring health and safety culture and promote psychological safety, mental health and well-being, build communities of practice, and recognize and celebrate engagement and excellence around health and safety.

Helping to advance a courageous and caring health and safety culture is Teck's cornerstone program: Courageous Safety Leadership (CSL). This interactive training focuses on exploring values, beliefs and attitudes towards health and safety, and asks individuals to set personal commitments to work in a healthy and safe manner. The program, which launched in 2009, seeks to empower every employee to be a leader in health and safety and to play an active role in their own health and safety, as well as the health and safety of others. We offer our introductory CSL program to all new employees, regardless of role, and we are implementing a new CSL 5 program for current employees that focuses on the power of positive health and safety actions.

Our employee benefits programs provide access to a variety of wellness services, including counsellors, and nutrition planning. Our Employee Family Assistance Program, which is available globally for all employees and their dependents, provides resources and support to help maintain good mental health and overall wellness. The program provides access to a wide range of confidential support services for mental, financial, physical and emotional well-being. See the Our People and Culture section on page 48 for more information on supporting mental well-being at Teck, and other employee well-being initiatives.

Worker Involvement and Support in Health and Safety

Teck understands that an effective health and safety program requires worker involvement and consultation to provide for open communication, strong relationships and issues resolution. To foster this principle, our operations convene health and safety forums and committees to provide opportunities for our employees to report and resolve workplace hazards. 100% of Teck-controlled assets have functioning Occupational Health and Safety Committees with a proportionate representation of the workforce. Our unionized sites have multiple union-management committees. These include Joint Occupational Health & Safety Committees, where union employees not only participate in regular meetings, but also perform joint safety audits.

We respect the rights of our employees to refuse unsafe work or working conditions, and we do not tolerate any form of retaliation against employees raising concerns. All Teck sites have reporting systems that provide the opportunity for workers to report hazards, injuries, illnesses and incidents. These systems also allow for the transparent assignment of actions to prevent injury and illness, with actions being tracked and monitored through reporting processes. See the Our People and Culture section on page 48 for a description of our employee feedback and grievance mechanisms.

Teck's CSL training and role-specific technical safety training programs speak to the importance of workers controlling risks and work-related hazards (e.g., confined spaces) and of reporting incidents and injuries in the workplace. Teck's *Doing What's Right* program allows workers to confidentially report any potential conflicts where workers may have been treated inappropriately. See more on our *Doing What's Right* program in the Business Conduct section on page 56. Workers also can provide feedback on numerous aspects of health and safety at Teck by participating in the triennial health and safety culture survey.

Teck's Expectations for Suppliers and Contractors include our expectations for supplier health and safety systems and practices. We expect the same or more stringent health and safety standards than those of Teck to be applied and upheld by suppliers, and for suppliers to strive for continual improvement in safety performance by regularly reviewing and updating their safety programs. Teck's Sustainability Standards outline how health and safety is integrated into supplier selection, as well as Teck's requirements for oversight of supplier/contractor health and safety programs.

Our Targets and Commitments

Teck's sustainability strategy guides our long-term approach and goals related to continuously improving health and safety at our operations. Our current sustainability strategy was updated in 2020.

Strategic Priority:

- Eliminate fatalities, serious injuries and occupational disease

Goals:

- Contribute to the elimination of fatalities and serious injuries through significantly enhanced critical control verification for fatal hazards

- By the end of 2025, contribute to the elimination of occupational disease by implementing new technologies for real-time exposure monitoring to improve exposure controls for dust and welding fumes

For more information on our sustainability strategy goals, see the Sustainability Strategy section of our website.

We report on our performance against goals related to health and safety, and on metrics such as work-related fatalities, occupational disease cases and related fatalities, Total Recordable Injury frequency, Lost-Time Injury frequency, High-Potential Incident frequency and a range of other indicators on an annual basis in our Sustainability Report.

[10] A High-Potential Incident (HPI) is an incident that has a reasonable likelihood to have caused a serious, permanently disabling or fatal injury. Teck uses an HPI Classification Model to assess and determine HPIs, including Serious HPIs and Potentially Fatal Occurrences.

[11] A Potentially Fatal Occurrence is an undesired, high-potential occurrence with the reasonable likelihood to have, under slightly different circumstances, resulted in a fatal injury to an employee or contractor.

MANAGEMENT APPROACH TO SUSTAINABILITY

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Assurance Related to Health and Safety

Teck implements the bespoke integrated assurance model, which audits internal controls and the effectiveness of the controls. These assurance activities include:

- Internal sustainability assurance audits and mid-term effectiveness reviews conducted at sites by Teck's Sustainability Assurance team
- External assurance by independent third-party assurance providers for relevant regulatory and voluntary membership requirements

Following each of these processes, the applicable management teams use the results to inform future actions and to contribute to Teck's five-year planning process.

Assurance Related to Health and Safety

Type	Organization	Items Reviewed
Internal	Teck (risk-based sustainability audits)	• Adherence to regulatory and permit requirements • Effectiveness of controls based on risk profile • Sustainability Standards
External	International Council on Mining and Metals: Sustainability Report assurance and Performance Expectations	• Number of fatalities • Number of Lost-Time Injuries • Lost-Time Injury frequency • Total occupational disease rate (per 200,000 hours) • High-Potential Incident (HPI) frequency (per 200,000 hours) • Principle 2: Integrate sustainable development in corporate strategy and decision-making processes (Performance Expectation 2.2) • Principle 5: Pursue continual improvement in physical and psychological health and safety performance with the ultimate goal of zero harm (Performance Expectations 5.1 and 5.2)
External	Mining Association of Canada: Towards Sustainable Mining Assurance	• TSM Safe, Healthy, and Respectful Workplaces Protocol
External	The Copper Mark (Version 1, 2020)	Risk Readiness Assessment Criteria: • Issue area 12: Occupational Health & Safety • Issue area 23: Community Health & Safety

OUR APPROACH
TO CLIMATE CHANGE

GRI Indicators: 2-23, 2-24, 2-27, 2-28, 2-29, 3-3, 201-2, 305-5, 14.1.1, 14.2.1, 14.2.2

MANAGEMENT APPROACH TO SUSTAINABILITY

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Which Teck sites does this document apply to?

This section summarizes our approach to managing climate change. This section applies to Teck-controlled[12] sites, inclusive of contractor activities. This does not include operations in which Teck has/had an ownership interest but does not have operational control.

Climate change performance information: See our Annual Sustainability Report, available for download on our website. See our Climate Change and Nature 2024 Report for further disclosure.

CONTEXT

Climate change presents risks to and opportunities for Teck, including both transition and adaptation risks. Its primary relevance relates to the commodities we produce, our carbon footprint, regulations, and physical impacts. Examples of climate-related risks and opportunities that influence our strategy include:

• As the world transitions to a lower-carbon economy, we may experience changes in demand for our products; for example, we may experience increased demand or pricing for products like copper and zinc, given their role in supporting a low-carbon economy

• Our ability to obtain required permits and manage legal and regulatory requirements, as well as our share price and our ability to borrow money or obtain insurance on reasonable terms are increasingly being influenced by climate change considerations; actions by regulators and investors have the potential to both negatively and positively impact our business

• Government action may result in increased regulations for our operations or those of our customers and/or restrict the development of our projects, which may increase costs and/or limit production. Governments may also continue to invest in decarbonization technologies and actions that support the cost-

competitive decarbonization of our business. Alternatively, government inaction may result in a shift away from programs designed to promote the energy transition.

• Climate change may, among other things, cause or result in sea level increases, changes in precipitation, changes in fresh water levels, increases in extreme weather events, melting permafrost in the Arctic and resource shortages

The impacts of climate change on our business will depend on the speed with which climate change occurs, the speed and nature of regulatory responses to climate change, and the response of customers, end users of our products, lenders and other investors to regulatory pressures and to climate change generally.

GOVERNANCE AND ACCOUNTABILITY

Accountability and Resourcing

At Teck, climate- and nature-related risks and issues receive Board and management attention. We consider climate- and nature-related issues and risks in strategic planning across our business.

Teck's Board of Directors provides oversight on all strategic matters, including the risks and opportunities related to climate change that could affect our business. Teck's Board meets at least quarterly, and an annual strategy meeting is held at which the Board assesses Teck's possible growth paths and other strategic matters, including climate- and nature-related matters, as appropriate. When reviewing and guiding strategy and major plans of action—including capital expenditures, acquisitions and divestitures, risk management policies, annual budgets and business plans, including organizational performance objectives—the Board considers climate- and nature-related issues, as appropriate.

Teck's Board of Directors, through its Safety and Sustainability Committee (S&SC), oversees health, safety, environment and community policies, systems, performance and auditing. Climate change, among other

topics, is explicitly identified as part of the committee's key responsibilities in its charter. The S&SC meets and reports to the Board quarterly and has responsibility for reviewing significant climate-related policies, strategy and other information, including, where appropriate, making recommendations for approval to the Board. Teck's climate-related policies and strategies are reviewed, as appropriate, by Teck's Board.

The S&SC annually assesses the adequacy of its charter for appropriateness and recommends any changes to the Board for approval, considering any applicable legislative and regulatory requirements and best practice guidelines. The S&SC also serves as the forum for the ongoing monitoring of Teck's progress against our climate change goals and targets, including reviewing Teck's decarbonization implementation plans and the risks associated with failing to achieve our goals and targets. For committee meetings, written and presentation materials are prepared by management (and, where appropriate, third parties) and include routine monitoring of sustainability-related emerging risks and opportunities.

For more information on Board and executive leadership in climate governance, see our Climate Change and Nature 2024 Report.

Teck's senior management team is responsible for the management of our company, which includes managing the risks and opportunities that climate change presents to the company and evaluating our decarbonization progress against Teck's announced climate change goals. Given the multi-faceted ways in which climate change impacts our business—from impacts on commodity demand, to operating costs, to physical impacts on our operations and on host communities—climate change is considered in varying manners across multiple aspects of our business. Risks and opportunities posed by climate change are discussed among our management team, with recent examples including the review of risks and opportunities of climate change for Teck, the review and discussion of Teck's updated climate change goals and decarbonization activities, and the implications of different climate scenarios on commodity demand.

The following senior leaders at the corporate level are directly involved in implementing climate change management practices and activities:

• The Executive Vice President (EVP) and Chief Legal and Sustainability Officer (CLSO) reports directly to the President and Chief Executive Officer (CEO) and is responsible for protecting the company's legal interests, ensuring compliance with laws, regulations and ethical standards, mitigating risks, guiding and implementing strategies to maintain and strengthen Teck's community and Indigenous relationships, and driving sustainability initiatives

• The EVP and Chief Operating Officer, who reports directly to the President and CEO, is responsible for driving safety, operational excellence and asset optimization at Teck's operations across the North American and Latin American regional business units

• The Chief Sustainability Officer (CSO) reports to the EVP and CLSO and is responsible for guiding strategy and establishing governance and standards to drive enterprise sustainability performance, community and Indigenous affairs, environment and permitting

• The Vice President, Environment reports directly to our CSO, and oversees compliance with environmental standards for projects, operations and our legacy properties, and regularly reviews environmental performance risks and strategic issues, including climate change

• The Vice President, Technical and Planning reports directly to the EVP and Chief Operating Officer and oversees Teck's decarbonization strategy, including the identification, evaluation and advancement of Teck's greenhouse gas (GHG) reduction activities

Quarterly, Teck distributes climate change-focused materials to the President and CEO, their direct reports, and other relevant corporate officers and, where appropriate, Teck may host a meeting to discuss these materials in person. These sessions, which are devoted solely to climate change, discuss climate-related risks and opportunities as well as progress against our corporate climate change commitments.

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[12] Teck-controlled refers to situations where Teck has the ability to exert decision-making authority over an activity or location.

MANAGEMENT APPROACH TO SUSTAINABILITY

| Responsible Business | Environmental Management | Emergency Preparedness | Relationships with Indigenous Peoples | Health and Safety | **Climate Change** | Relationships with Communities | Water Stewardship | Tailings Management | Our People and Culture | Business Conduct | Biodiversity | Mine Closure | Value Chain Management | Human Rights | Air Quality | Circularity |

Climate-related risks and opportunities, which are identified using risk management tools internal to Teck, rely on both internal and external expertise on climate change. These risks and opportunities are then prioritized based on their likelihood and severity of impact on our business and are considered in our overall strategic planning. For more information on mitigation and adaptation matters for risks and opportunities, see Teck's Climate Change and Nature 2024 Report, which is aligned with the Task Force on Climate-related Financial Disclosures (TCFD) and the Taskforce on Nature-related Financial Disclosures (TNFD).

For detailed information on Teck's sustainability governance structure, see the Responsible Business section on page 3.

Compensation

Our compensation program for employees is linked to health and safety and to sustainability performance through individual, business unit and company-wide objectives. Climate change performance is also integrated into our executive compensation long- and short-term incentive plans. For more information, see the Compensation Section in the Climate Change and Nature 2024 Report.

Capital Allocation and Climate Change

We are committed to reducing greenhouse gas emissions at our operations and throughout our value chain, and we will do this by considering our decarbonization goals in how we allocate capital investment. To help meet our greenhouse gas emissions reduction goals and other strategic priorities, we have enhanced our approach to the capital allocation process to consider non-financial factors when determining allocation of funds to capital expenditures.

Policies and Standards

Our Code of Sustainable Conduct outlines our commitment to sustainability, including helping to address the global climate change challenge by reducing greenhouse gas emissions at our operations and in our value chain and by managing climate-related risks.

Teck's sustainability-related standards (Sustainability Standards) outline the framework for the identification and effective management of sustainability risks and opportunities, including those related to climate action, and define a process for continual improvement.

Our Climate Change Policy describes our commitment to taking climate action, including reducing our own emissions, adapting to physical impacts and advocating for global action to limit global warming to 1.5°C. Our Sustainability Standards stipulate that all of Teck's major capital projects will include the identification and evaluation of opportunities for improving energy efficiency. Our energy and carbon accounting practices follow the Greenhouse Gas Protocol standards from the World Resources Institute and the World Business Council for Sustainable Development for calculating emissions. Our strategy for managing the risks and opportunities associated with climate change is outlined in our TCFD- and TNFD-aligned Climate Change and Nature 2024 Report, which includes scenario analysis, as well as in our sustainability strategy.

Memberships, Partnerships and External Commitments

We work with various local, national and international organizations and programs to support climate action:
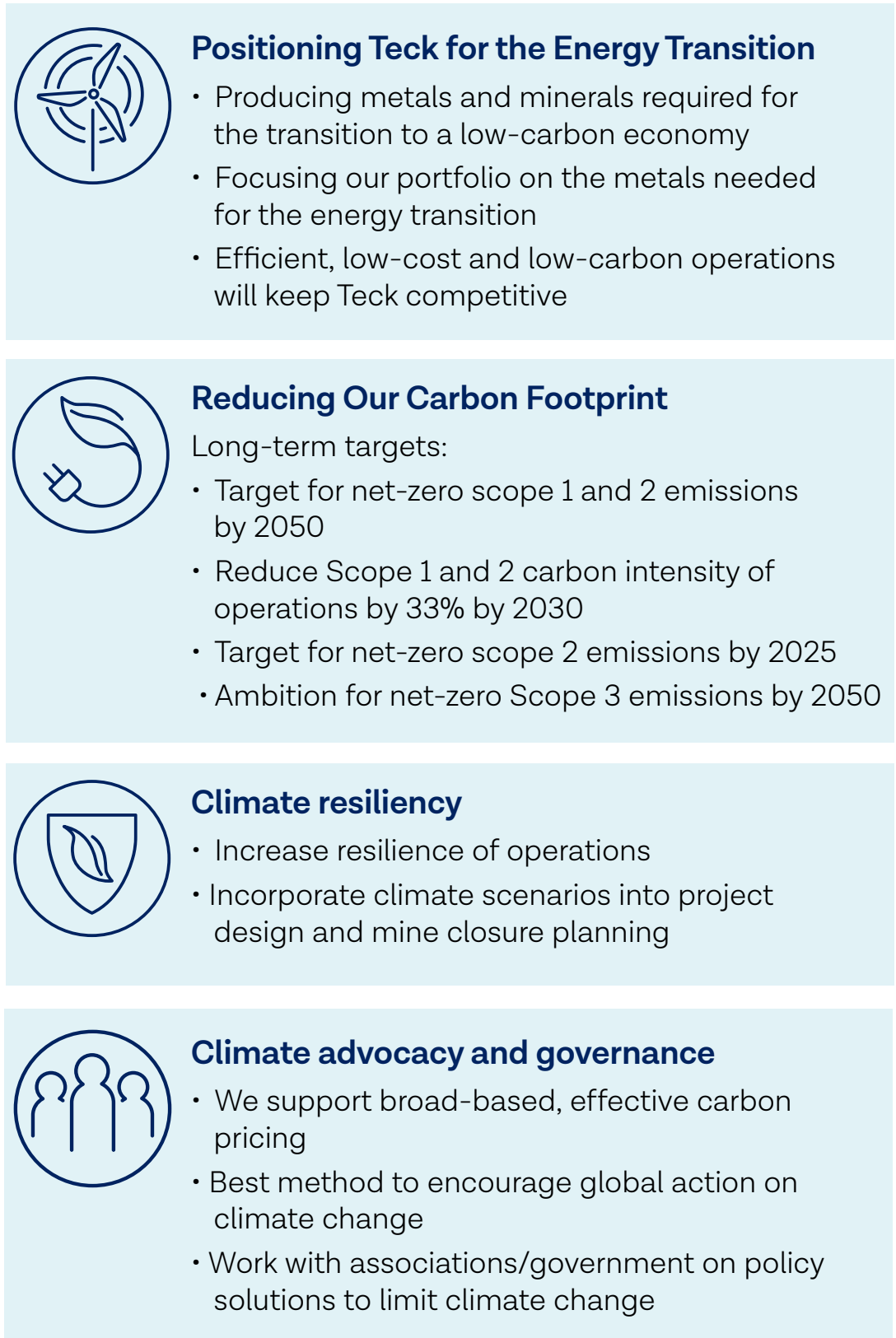
• International Council on Mining and Metals (ICMM): A global industry association that represents leading international mining and metals companies who are required to implement the ICMM Principles, the Position Statements and the Performance Expectations, which include criteria related to climate change.

• Mining Association of Canada (MAC)—Towards Sustainable Mining (TSM): A Canadian industry association that promotes the development of the country's mining and mineral processing industry, works with governments on policies applicable to the sector, and promotes the value that mining brings to the economy and the daily life of Canadians while operating responsibly using the Towards Sustainable Mining Protocols, including the Climate Change Protocol.

• Mining Association of British Columbia (MABC): An industry association that represents the collective needs and interests of B.C.'s mining industry and

promotes the economic and social value of mining by liaising with government, regulators and the industry.

• Consejo Minero (CM): A trade association that brings together large-scale mining companies that operate in Chile, with the goal of promoting the competitive and sustainable development of Chilean mining.

• The Copper Mark (including multi-metals Zinc Mark and Molybdenum Mark): A multi-metals assurance framework developed by the International Copper Association to promote responsible practices and to demonstrate the transition minerals industry's contribution to the United Nations Sustainable Development Goals. The Copper Mark includes criteria related to greenhouse gas emissions and energy consumption.

• International Organization for Standardization (ISO) 14001: An international standard that specifies the requirements for an environmental management system that organizations use to manage environmental responsibilities in a systematic way to enhance environmental performance.

• International Organization for Standardization (ISO) 50001: An international standard that specifies the requirements for an energy management system that organizations use to practically manage and improve energy use, and to address impacts and conserve resources in a systematic way.

• Task Force on Climate-related Financial Disclosures (TCFD): Provides a set of reporting guidelines for voluntary, climate-related financial risk disclosures for use by companies in providing information to investors, lenders, insurers and other stakeholders; Teck has been a formal supporter of TCFD since 2018, and our Climate Change and Nature 2024 Report is aligned to TCFD recommendations.

• B.C. Climate Solutions Council: This council—which includes members from Indigenous communities, environmental organizations, industry, academia, labour and local government—provides strategic advice to the British Columbia government on climate action and clean economic growth.

• CDP: We annually report our global GHG emissions data to the CDP, an independent not-for-profit organization working to drive GHG emissions reduction by businesses and cities.

TECK'S CLIMATE CHANGE STRATEGY FRAMEWORK

Our strategy to contribute to global climate action, to adapt to a low-carbon economy and to continue to responsibly produce the materials essential for society is built around four pillars as shown in Figure 1:

Figure 1: Teck's Four-Pillar Climate Action Framework

Positioning Teck for the Energy Transition
• Producing metals and minerals required for the transition to a low-carbon economy
• Focusing our portfolio on the metals needed for the energy transition
• Efficient, low-cost and low-carbon operations will keep Teck competitive

Reducing Our Carbon Footprint
Long-term targets:
• Target for net-zero scope 1 and 2 emissions by 2050
• Reduce Scope 1 and 2 carbon intensity of operations by 33% by 2030
• Target for net-zero scope 2 emissions by 2025
• Ambition for net-zero Scope 3 emissions by 2050

Climate resiliency
• Increase resilience of operations
• Incorporate climate scenarios into project design and mine closure planning

Climate advocacy and governance
• We support broad-based, effective carbon pricing
• Best method to encourage global action on climate change
• Work with associations/government on policy solutions to limit climate change

MANAGEMENT APPROACH TO SUSTAINABILITY

| Responsible Business | Environmental Management | Emergency Preparedness | Relationships with Indigenous Peoples | Health and Safety | **Climate Change** | Relationships with Communities | Water Stewardship | Tailings Management | Our People and Culture | Business Conduct | Biodiversity | Mine Closure | Value Chain Management | Human Rights | Air Quality | Circularity |

Positioning Teck for the Energy Transition

Our focus is on producing the metals needed for global development and the energy transition, with a primary focus on copper growth. Because of its unique role in generating and conducting electricity, copper is one of the most important metals for the clean energy transition, and is an essential component in everything from wind turbines to electric vehicles to charging stations. Teck is in an excellent position to help bridge the expected copper supply gap as we work towards doubling our consolidated copper production this year with the ramp-up of our Quebrada Blanca (QB) mine in Chile, positioning us as one of the world's top 10 copper producers. Beyond QB, we have a strong pipeline of near-term copper projects across the Americas to further drive our copper-focused growth.

2024 marked a transformative year for Teck, with the sale of our steelmaking coal operations, allowing us to focus entirely on producing the metals that are essential for global development and the energy transition, particularly copper and zinc. Our strategy seeks to capitalize on the strong demand outlook for metals in the energy transition by increasing our market share in copper, while maintaining our globally significant position in zinc.

Our Climate Change and Nature 2024 Report provides analyses of three scenarios that were developed by Teck and informed by other global scenarios, such as those developed by the International Energy Agency and the Intergovernmental Panel on Climate Change. These scenarios include Cooperation and Climate, Rivals and Restrictions, and Distrust and Dissent, including the potential impacts of each scenario on demand for our products. Our scenario analysis, along with our review of other leading market assessments, suggests significant increased demand for copper—an essential material for low-carbon technologies and electrification—across all three climate-informed scenarios. Our strategy seeks to capitalize on this strong demand outlook by increasing our market share in copper, while maintaining our globally significant position in zinc.

Our Targets and Commitments

Our sustainability strategy outlines our goals in relation to continuously improving our energy use and emissions at our operations.

Strategic Priority 1: Achieve net-zero Scope 1 and Scope 2 emissions across our operations by the end of 2050

Goals[13]:

- Reduce the Scope 1 and 2 carbon intensity of our operations by 33% by the end of 2030
- Achieve net-zero Scope 2 emissions by the end of 2025

Strategic Priority 2:[14] Ambition to achieve net-zero Scope 3 emissions by the end of 2050

Goals[15]:

- Partner with our customers and transportation providers to establish low-emissions supply chain corridors for the transportation of our products and support a 40% reduction in shipping emission intensity by the end of 2030 for shipping we contract

Following the sale of our steelmaking coal assets, we have maintained the same goals we held presale, with the exception of the Scope 3 goal focused on steelmaking and the goal to displace the equivalent of 1,000 internal combustion engine vehicles by 2025. We have subsequently restated our emissions baseline to reflect the appropriate scope of operations and emissions within our portfolio, and to maintain the credibility of our goals. This approach to resetting our baseline is in line with the GHG Protocol's A Corporate Accounting and Reporting Standard.

For more information on our sustainability strategy goals, see the Sustainability Strategy section of our website.

Reducing the Carbon Footprint of Our Operations and Our Value Chain

While our operations are well positioned compared to our competitors in terms of our carbon intensity,[16] we are working to reduce our emissions in order to remain carbon competitive and to reduce our future cost exposure to increasing carbon taxes and other climate-related risks.

For Teck, three major sources of emissions present opportunities for decarbonization: power supply, mobile equipment, and stationary combustion and process emissions. To decarbonize these emission sources and ultimately achieve our goal of net-zero, we are prioritizing activities to deliver cost-competitive reductions, setting ourselves on the path to tackle our most material sources of emissions first. We are actively evaluating existing solutions and monitoring emerging technologies to determine the current and future viability of the various options. This includes a range of abatement options, including renewable energy use, switching to low-carbon fuels (including biofuels), fleet electrification, carbon capture, carbon offsets and more.

Potential Pathway to our 2030 Operations Goal*

Carbon Intensity Profile (t CO_2e/t CuEq)
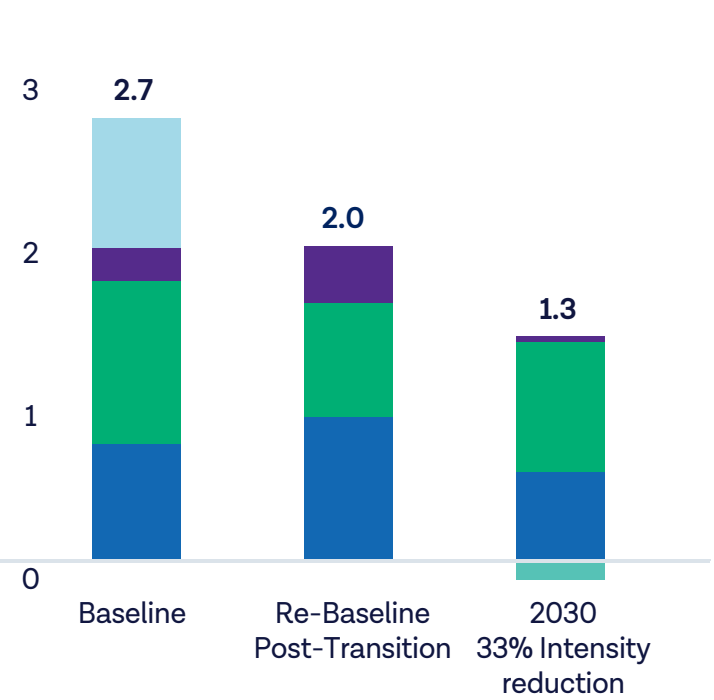
Greenhouse Gas Emissions Profile (Mt of CO_2e)

Natural Gas and Coal · Diesel · Electricity · Fugitive Methane · Offsets
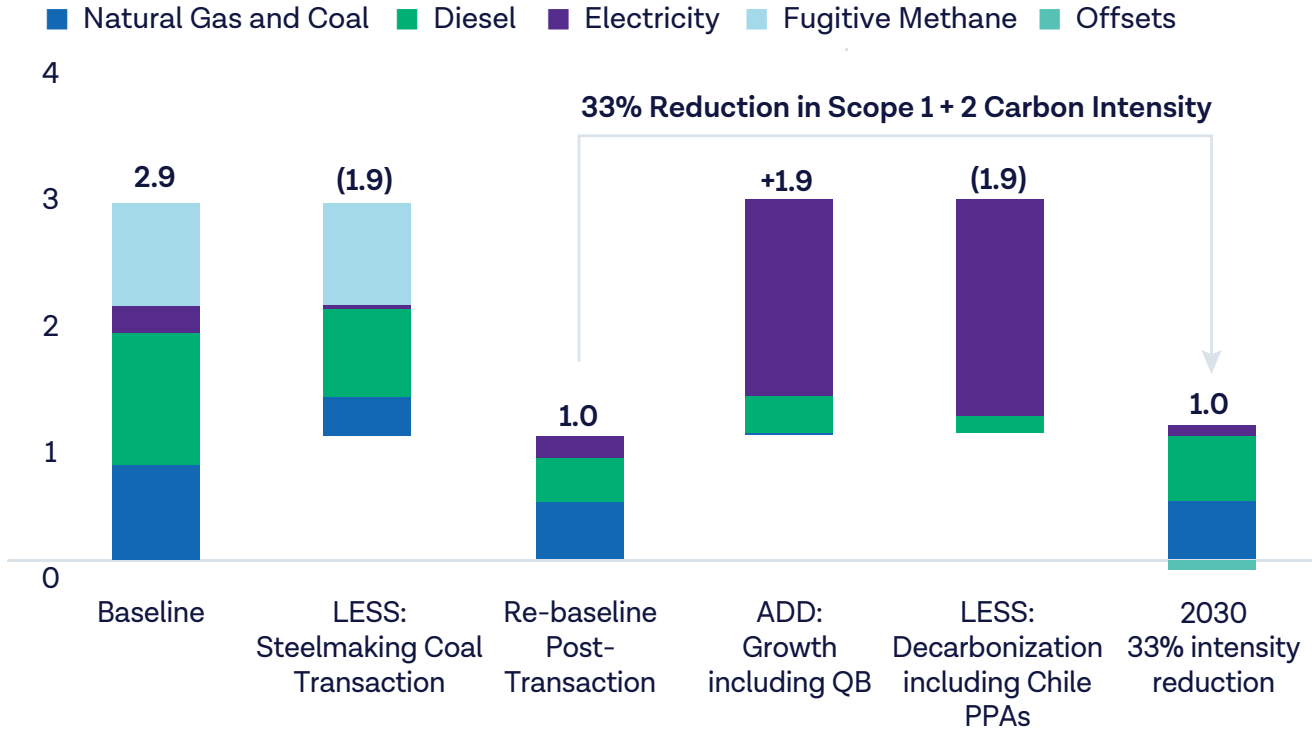
*See Caution Regarding Forward-Looking Statements on page 41 of the Climate Change and Nature 2024 Report regarding uncertainties associated with future decarbonization actions. Forecasts are based on current operations and exclude emissions from unsanctioned greenfield copper growth projects.

[13] Teck previously had an additional goal to accelerate the adoption of zero-emissions alternatives for transportation by displacing the equivalent of 1,000 internal combustion engine (ICE) vehicles by 2025. Achieving this goal would have equated to a 5,000 t CO2e reduction in emissions. The original focus of this goal was to take action across Teck's operations, which included steelmaking coal operations at the time it was set. Although significant progress was made in particular at our coal operations, given the change in Teck's emissions profile and our current approach to reducing emissions in our mobile fleet with the use of renewable fuels, in part influenced by the technological and commercial limitations to the development of zero-emissions alternatives, Teck is no longer pursuing this goal. See Teck's 2024 sustainability report for details.

[14] An ambition is a commitment made by Teck, supported with actions, to achieve an outcome where there is no current pathway(s) and where Teck's ability to achieve the outcome is subject to assumptions, uncertainties and limiting factors. Since Scope 3 emissions are those that occur within our supply chain, their management is outside of Teck's direct control, limiting our ability to manage them. Across our Scope 3 emissions, advancements in technology and the commercial viability of low or no carbon solutions will be required to achieve net-zero emissions. We intend to continue to monitor our ability to achieve progress towards this ambition as the situation evolves.

[15] Teck previously had an additional goal to support partners in advancing GHG reduction solutions capable of reducing the global carbon intensity of steelmaking by 30% by 2030. This goal, which was set when Teck's operations included steelmaking coal operations, is no longer applicable to Teck's business

[16] When compared on a company-by-company basis using 2023 analysis from Skarn Associates, Teck's aggregated copper mining operations rank in the 36th percentile for Scope 1 and 2 carbon intensity when compared to other producers of concentrate, Teck's aggregated zinc mining operations rank in the 20th percentile for Scope 1 and 2 carbon intensity, and Teck's zinc smelting is the lowest carbon intensity producer for Scope 1 and 2 emissions identified.

MANAGEMENT APPROACH TO SUSTAINABILITY

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Our Position on Carbon Pricing Policies

We believe that broad-based pricing of carbon is one of the most effective ways to incentivize real reductions in GHG emissions by ensuring that all emitters contribute to the solution. We advocate for carbon pricing policies that incentivize and enable emissions reductions while maintaining the global competitiveness of trade-exposed industries to prevent carbon leakage. Carbon leakage occurs when GHG emissions move from one jurisdiction to another as a result of differences in carbon prices. If a lower-carbon mine in one jurisdiction shuts down as a consequence of its higher carbon costs while a higher-carbon mine elsewhere continues to operate to meet global commodity demand, the result may be a net increase in global GHG emissions. Teck has partnered with several organizations worldwide to work together on the challenge of climate change. This includes engagement with governments on carbon pricing in regions where we operate. We engage directly and through industry associations and review the positions and practices of the major industry associations of which we are a member to determine the degree to which they are aligned with our Climate Change Guiding Principles as described in our Industry Associations Review. For more information on our recent actions in support of appropriate carbon pricing, see the Climate Change chapter of our Annual Sustainability Report.

Teck's Position on Carbon Offsets

Teck's priority is to pursue emissions reductions at our operations. Where there are limitations in our ability to avoid, eliminate or reduce our Scope 1 and 2 emissions, we will consider the use of offsets to support our GHG reduction targets. Only offsets that can demonstrate additionality, rigorous quantification and third-party verification will be considered by Teck. Our evaluations will also consider offset attributes, such as permanence, the risk of leakage, and interactions with environmental and social dimensions of any offset project. Teck will transparently disclose any use of carbon offsets against our GHG reduction commitments.

Climate Resiliency

We are working to manage the potential physical risks and opportunities that may result from the ongoing changes to our climate and enhance the resilience of our operations by incorporating climate scenarios into project design and mine closure planning.

The severity of the physical impacts of climate change on our operations will differ based on the pace and degree to which the world decarbonizes and on the different impacts dictated by geography. The more the climate changes, the greater the likelihood that more significant and costly interventions will be required. Understanding these risks allows us to proactively plan to manage them and can help us to reduce risk. For more information, see the Enhancing Resiliency section of our Climate Change and Nature 2024 Report.

We work closely with industry partners to support industry-wide standards for climate adaptation. This includes partnering with the ICMM, which has been a leader in sharing best practices. ICMM supports improvement and makes learnings publicly available through reports. In addition, we work closely with the MAC to develop standardized guidance for managing the physical impacts of climate change within the mining industry, which supports the updated climate change protocol under MAC's Towards Sustainable Mining program.

Engaging Workers and Communities

At Teck, we recognize that climate change is a key global risk that will impact not only our own organization, but also our value chain partners and the communities we work in. As part of our commitment to sustainable development and responsible environmental stewardship, we engage with Indigenous Peoples, local communities and other affected stakeholders in the assessment and management of climate- and nature-related dependencies, impacts, risks and opportunities. This is reinforced by our Climate Change Policy, where Teck commits to engage with relevant or affected communities and Indigenous Peoples and identify opportunities to collaborate to help increase the resilience of their communities and local ecosystems against the potential physical impacts of climate change.

Commitment to Sustainable Practices and Just Transition

As the world transitions to lower-emission sources of energy to address climate change, the demand for commodities like copper is increasing. Copper is a base material used in various low-emission technologies such as electric vehicles, wind turbines and solar panels. To meet this demand, copper producers like Teck will need to grow their production in support of the energy transition in an environmentally and socially responsible manner. Recognizing the critical role that metals play in the global shift to a low-carbon economy, we are aware of the potential positive and adverse social implications of the energy transition, and we implement responsible mining practices that not only minimize environmental impacts but also enhance social and economic benefits.

In support of a just transition, we assess both the opportunities and the potential challenges of decarbonizing our operations and supply chains. We work with communities, Indigenous Peoples, government, civil society, suppliers and industry partners to support community resilience through this transition. By building transparent dialogue and engaging with diverse stakeholders and rights holders, Teck aims to have our operations contribute positively to thriving, resilient communities while reducing our carbon footprint and helping to meet the growing demand for the metals necessary for clean energy solutions.

Transparency on Climate Disclosure

We recognize that timely and transparent disclosure related to our response to climate change are of importance to Teck and our communities of interest. We report on our performance against indicators and goals related to climate action on an annual basis in our Sustainability Report.

Our Climate Change and Nature 2024 Report looks at how Teck is positioned for the energy transition by analyzing potential business risks and opportunities under three different climate change scenarios. These scenarios provide information on how Teck is analyzing and preparing for the risks and opportunities that may emerge as the global community combats climate change and moves to a lower-carbon future. This report aligns with recommendations from the TCFD, which we support. We also report our emissions data annually to the CDP and we engage with investor organizations. Teck follows The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition) when quantifying GHG emissions for our operations.

MANAGEMENT APPROACH TO SUSTAINABILITY

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Assurance Related to Climate Change

Teck implements the bespoke integrated assurance model, which audits internal controls and the effectiveness of the controls. These assurance activities include:

- Internal sustainability assurance audits and mid-term effectiveness reviews conducted at sites by Teck's Sustainability Assurance team
- External assurance by independent third-party assurance providers for relevant regulatory and voluntary membership requirements

Following each of these processes, the applicable management teams use the results to inform future actions and to contribute to Teck's five-year planning process.

Assurance Related to Climate Change

Type	Organization	Items Reviewed
Internal	Teck (risk-based sustainability audits)	• Adherence to regulatory and permit requirements • Effectiveness of controls based on risk profile • Sustainability Standards
Internal	ISO 14001 internal audits	• Components of the environmental management system at each certified site
Internal	ISO 50001 internal audit	• Components of the energy management system at certified site
External	International Council on Mining and Metals: Sustainability Report Assurance and Performance Expectations	• Total GHG emissions—direct (Scope 1) • Total GHG emissions—indirect (Scope 2) • Total GHG emissions—indirect (Scope 3 value chain emissions) – Principle 6: Pursue continual improvement in environmental performance issues, such as water stewardship, energy use and climate change (Performance Expectation 6.5)
External	Mining Association of Canada: Towards Sustainable Mining assurance	• TSM Climate Change Protocol
External	The Copper Mark (Version 1, 2020)	Risk Readiness Assessment Criteria: • Issue area 15: Greenhouse Gas Emissions • Issue area 16: Energy Consumption
External	GHG Regulatory Assurance (B.C.)	• Verification of GHG data reported and quantification of methodologies
External	ISO 14001 external audits	• Components of the environmental management system at each site
External	ISO 50001 external audits	• Components of the energy management system at selected sites

OUR APPROACH
TO RELATIONSHIPS WITH COMMUNITIES

GRI Indicators: 2-16, 2-23, 2-24, 2-25, 2-26, 2-27, 2-28, 2-29, 3-3, 203-2, 413-1, 14.10.1, 14.10.2

MANAGEMENT APPROACH TO SUSTAINABILITY

| Responsible Business | Environmental Management | Emergency Preparedness | Relationships with Indigenous Peoples | Health and Safety | Climate Change | **Relationships with Communities** | Water Stewardship | Tailings Management | Our People and Culture | Business Conduct | Biodiversity | Mine Closure | Value Chain Management | Human Rights | Air Quality | Circularity |

Which Teck sites does this document apply to?

This section summarizes our approach to developing and maintaining relationships with communities. This section applies to all Teck-controlled[17] sites, inclusive of contractor activities. This does not include operations in which Teck has/had an ownership interest but does not have operational control.

Relationships with communities performance information: See our Annual Sustainability Report, available for download on our website.

CONTEXT

Maintaining strong relationships with local communities and other communities of interest (COIs)[18] is essential to facilitating responsible mining and generating economic benefits, advancing reconciliation efforts and improving community well-being. Conflicting interests between communities and companies can result in disputes, project delays, operational disruption and increased costs. Management of these relationships focuses on exploring and advancing opportunities for shared benefits and sustainable development, as well as managing and mitigating potential socio-economic, environmental, and community health and safety impacts.

GOVERNANCE AND ACCOUNTABILITY

Accountability and Resourcing

The Board of Directors, through its Safety and Sustainability Committee, broadly oversees health, safety, environment and social performance policies, systems, performance and auditing, including implementation of Teck's sustainability-related standards (Sustainability Standards). The following senior leaders at the corporate level are involved in implementing the management of relationships with communities:

- The Executive Vice President (EVP) and Chief Legal and Sustainability Officer (CLSO) reports directly to the President and Chief Executive Officer and is responsible for protecting the company's legal interests, ensuring compliance with laws, regulations and ethical standards, mitigating risks, guiding and implementing strategies to maintain and strengthen Teck's community and Indigenous relationships, and driving sustainability initiatives

- The Chief Sustainability Officer (CSO) reports to the EVP and CLSO and is responsible for guiding strategy and establishing governance and standards to drive enterprise sustainability performance, social performance and Indigenous affairs, environment and permitting

- The Director of Social Performance reports to the CSO and is responsible for the strategic management of community and other COI relationships, focusing on advancing opportunities for shared benefits and sustainable development, reducing risk to COIs and mitigating potential socio-economic impacts

- The Director of Social Performance plays a key role in developing and implementing policies, standards, guidance and programs that support social performance, community investments and human rights across the company while monitoring and evaluating the effectiveness of these initiatives to drive continuous improvement

The Community Investment Committee (CIC), chaired by the CSO, provides governance and oversight to our community investment program to ensure that contributions are made to benefit our communities of interest, and that these contributions are aligned with our policies and business objectives.

At each of our operations, we have a designated Communities team leading Teck's work in building relationships with communities and other COIs such as governments and civil society organizations. This team works with others to build and strengthen trust-based relationships with local communities, rights holders and stakeholders. Teck's corporate and regional Indigenous relations and social performance teams support and guide sites in their efforts.

See the Responsible Business section on page 3 for more details on our sustainability governance structure.

Policies and Standards

Our Code of Sustainable Conduct outlines our commitment to continually improve our environmental and social performance practices, including community and Indigenous engagement, and to fully integrate them into each of our activities.

Teck's Sustainability Standards outline the framework for identifying and effectively managing sustainability risks and opportunities, including those related to community engagement, and define a process for continual improvement.

Our Human Rights Policy, Indigenous Peoples Policy, Equity, Diversity and Inclusion Policy, Code of Ethics and Expectations for Suppliers and Contractors guide building and managing relationships with communities.

Our policies and other commitments, such as our sustainability goals, are communicated internally to our employees and the broader workforce through internal announcements, intranet newsletters, and regular training and onboarding activities. These policies and commitments are also communicated to communities, business partners and other COIs, such as government and regulatory bodies, industry associations and strategic partners, as part of regular engagement and through our participation in industry and multi-stakeholder committees.

Memberships, Partnerships and External Commitments

We work with various local, national and international organizations and programs to support improvements in best practices for social performance across the industry, including, for example:

- International Council on Mining and Metals (ICMM): A global industry association that represents leading international mining and metals companies who are required to implement the ICMM Principles, the Position

Statements and the Performance Expectations, which include criteria for mining partnerships for development.

- Mining Association of Canada (MAC) —Towards Sustainable Mining (TSM): A Canadian industry association that promotes the development of the country's mining and mineral processing industry, works with governments on policies applicable to the sector and promotes the value that mining brings to the economy and the daily life of Canadians while operating responsibly using the Towards Sustainable Mining Protocols. These criteria include the Indigenous and Community Relationships Protocol.

- The Copper Mark (including multi-metals Zinc Mark and Molybdenum Mark): A multi-metals assurance framework developed by the International Copper Association to promote responsible practices and to demonstrate the contribution of the transition minerals industry to the United Nations Sustainable Development Goals. The Copper Mark includes community health and safety and community development criteria.

- United Nations Global Compact (UNGC): Provides a framework for businesses committed to aligning their operations and strategies with 10 principles spanning human rights, labour, the environment and anti-corruption.
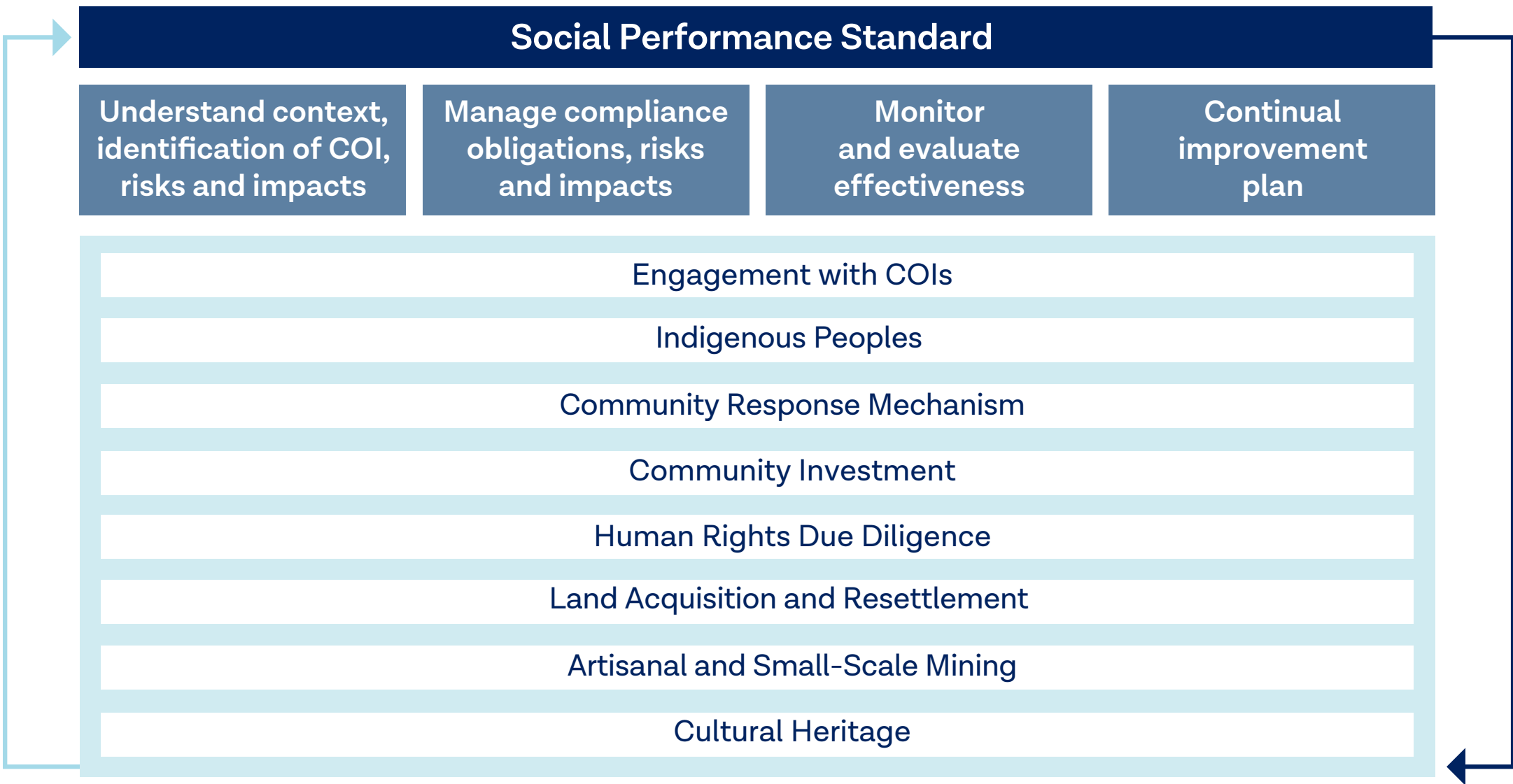
In addition, Teck partners with a number of local, regional, national and international organizations to deliver community investment programs. See the Community Investment section on page 37 for further details.

APPROACH TO MANAGING RELATIONSHIPS WITH COMMUNITIES

We work to ensure that Teck's business is welcomed and that it creates value through interactions with COIs. We employ community development and engagement professionals at all of our operations to enable a dialogue on topics of mutual interest, such as procurement and employment opportunities, community investment and development, and collaborative approaches to managing adverse impacts.

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[17] Teck-controlled refers to situations where Teck has the ability to exert decision-making authority over an activity or location.

[18] COIs are individuals or groups who may be affected by, or who may influence, Teck's activities within Teck's area of influence. See the Identifying Communities of Interest (COIs) section on page 36 for details.

MANAGEMENT APPROACH TO SUSTAINABILITY

Responsible Business | Environmental Management | Emergency Preparedness | Relationships with Indigenous Peoples | Health and Safety | Climate Change | **Relationships with Communities** | Water Stewardship | Tailings Management | Our People and Culture | Business Conduct | Biodiversity | Mine Closure | Value Chain Management | Human Rights | Air Quality | Circularity

Teck's Social Performance Standard

Social Performance Standard

Understand context, identification of COI, risks and impacts	Manage compliance obligations, risks and impacts	Monitor and evaluate effectiveness	Continual improvement plan

- Engagement with COIs
- Indigenous Peoples
- Community Response Mechanism
- Community Investment
- Human Rights Due Diligence
- Land Acquisition and Resettlement
- Artisanal and Small-Scale Mining
- Cultural Heritage

Teck's Social Performance Standard defines the expectations and processes for effectively managing Teck's social performance and relationships with COIs at our sites through all stages of the mining life cycle. The Standard reflects and integrates our compliance obligations and evolving performance expectations which are informed by voluntary commitments, industry memberships, investors and civil society. Specifically, the Standard is designed to enable Teck to:

- Understand the social context in which we operate
- Identify, assess and manage impacts and social risks
- Meaningfully engage COIs on a regular and inclusive basis on what matters to them and maximize their input into decision-making
- Respect human rights and the inherent rights of Indigenous Peoples
- Support COIs in achieving self-determined community goals

In 2024, we continued developing and updating our Social Performance Procedures to guide the practical implementation of the Standard. Aligned with the plan, do, check and act approach of the Sustainability Standards, each procedure includes a monitoring and evaluation component to assess effectiveness and support continual improvement.

Identifying Communities of Interest (COIs)

Identifying COIs begins with evaluating the geographic area where a site's direct and indirect impacts are likely experienced, followed by developing an area of influence (AOI) map. COIs are individuals or groups who may be affected by, or who may influence, Teck's activities within the AOI. COIs may include, but are not restricted to, Indigenous Peoples, community members, under-represented groups, employees, contractors, suppliers, local environmental organizations, non-governmental organizations (NGOs), local governments

and institutions. Other COIs may include regional or national environmental organizations, governments and shareholders. During the COI identification process, individuals belonging to specific groups or populations who may be at heightened risk of vulnerability or marginalization. Individuals or populations facing a particular risk of being exposed to discrimination and other adverse impacts are also identified. Vulnerability can depend on context; we regularly review and update socio-economic profiles to inform our work.

Assessing Risk

Teck is committed to assessing and mitigating social risks. A social risk assessment is the process of identifying, assessing, mitigating and controlling social risks. We conduct social risk assessments annually or when significant changes occur.

Our Risk Management Standard guides our sites to assess all risks through the perspective of potential impacts to communities through a human rights lens. As part of our risk management process, risks of higher magnitude are added to operational risk registers, and controls and accountabilities are identified. Examples of social risks include disruption to local livelihoods or cultural practices, environmental concerns contributing to the erosion of community trust and disputes around land rights.

Managing Engagement

Those responsible for engagement are trained to take a people-centred approach to dialogue focused on genuine relationships. This helps enable constructive engagement that directly contributes to the building and maintaining long-term, trust-based relationships.

Engagement with COIs helps us understand the positive and negative impacts of our business within the local context and the risks and opportunities associated with those impacts. It enables us to manage impacts and understand the effectiveness of our management actions.

Guided by our Sustainability Standards and Procedures, our operations, exploration sites and projects identify and prioritize local and regional COIs and engage COIs to collaboratively develop engagement plans, design

appropriate mechanisms for inclusive and regular engagement, and monitor and evaluate the effectiveness of engagement processes.

Managing Impacts

Wherever possible, Teck seeks to avoid adverse impacts and maximize positive impacts. Our sites and activities can have significant economic, social, environmental and cultural impacts for COIs. Impacts are any change to the environment or the health, safety and well-being of individuals or communities, whether adverse or beneficial, from our activities.

Where adverse existing or potential impacts are identified, mitigation strategies are developed, and their implementation is monitored through dedicated impact management plans. Sites prioritize any real or perceived impacts identified as being of the highest significance to COIs and strive to develop mitigation strategies and monitoring programs in collaboration with COIs.

Everywhere we work, we seek opportunities for positive impact. This includes ongoing efforts to understand communities' priorities and to collaborate with local organizations and governments to ensure our community investments (e.g., infrastructure and services) align. Our business also generates economic and social value through tax and royalty payments, and we work to increase opportunities for local content in our workforce and supply chain.

See the Relationships with Communities chapter of our Sustainability Report, as well as the Human Rights section on page 74, for our activities and approach to managing artisanal and small-scale mining.

Managing Community Feedback

Teck has established response mechanisms at all sites to facilitate community feedback and effective remedy in a prompt, fair and respectful manner. The Social Performance Standard guides all Teck sites to build these mechanisms based on the United Nations Guiding Principle (UNGP) 31 effectiveness criteria: legitimacy, accessibility, predictability, equitability, transparency, rights-compatibility and a source of continuous learning.

MANAGEMENT APPROACH TO SUSTAINABILITY

| Responsible Business | Environmental Management | Emergency Preparedness | Relationships with Indigenous Peoples | Health and Safety | Climate Change | **Relationships with Communities** | Water Stewardship | Tailings Management | Our People and Culture | Business Conduct | Biodiversity | Mine Closure | Value Chain Management | Human Rights | Air Quality | Circularity |

Feedback channels may include dedicated phone lines and in-person or online platforms. Responses received are recorded using an electronic database system and categorized by type of engagement, topic and severity. This system allows for tracking feedback management performance and trends over time, and supports operational continuous improvement efforts. Community teams are trained in using the database, including the procedures for implementing response mechanisms and providing continuous support.

Negative feedback, often referred to as grievances, is a specific issue of concern that requires a response and potential investigation, further action or remediation from the company. Grievances that result in significant disputes are tracked and reported annually. Operations are required to evaluate negative feedback, to identify and implement necessary improvements and to communicate this information back to the individual in a timely manner. Significant negative feedback is subject to further analysis or investigation. Corporate guidance, tools and the sharing of best practices support the feedback mechanism at each operation. We encourage community members to bring forward concerns and feedback, including those related to human rights, through our site-level feedback mechanisms. Community residents can also share their opinions on Teck's activities through periodic opinion surveys and other mechanisms. The results of these surveys serve as a check on our efforts to enhance social management activities while addressing our most significant social risks.

Additionally, we offer a response mechanism for our employees, contractors and suppliers and to workers in our supply chain through the anonymous and confidential *Doing What's Right* program. This program is designed to maintain an ethical and safe workplace and uphold the moral and ethical principles within our Code of Ethics. It includes the Employee Concerns Disclosure Program, which addresses employee concerns about issues such as accounting and auditing irregularities, threats to personal safety and health, environmental violations and personal harassment.

Our *Doing What's Right* program accepts complaints all languages relevant to the regions where Teck operates (for more information, see the Business Conduct section on page 56). The program prohibits retaliation against anyone reporting a concern in good faith or participating in an investigation. This program also serves as a practical measure to prevent intimidation of union representatives or workers. Individuals submitting claims under this program are not required to waive any rights.

Managing Incidents

Teck defines an incident as an "undesirable event arising from company activities that is both unplanned and uncontrolled, regardless of the severity of consequences". Company-wide criteria have been established for sites to identify, report and evaluate the severity of consequences with respect to community incidents. Teck operations are expected to follow up on all incidents to understand the impacts and to implement corrective actions, with more significant incidents potentially subject to root cause investigation, with sites required to conduct effectiveness reviews of corrective actions.

Providing Benefits

Teck works to generate value from the extraction, processing and sale of metals and minerals to ensure the long-term sustainability of our operations and their contribution to communities. This value is largely represented through economic contributions to the countries, regions and communities where Teck operates in the form of benefits such as taxation and payments to governments, procurement of goods and services, and employment at operations or on capital projects.

These benefit streams result in meaningful overall contributions to the gross domestic product, labour income, government revenue, and job creation and sustainment. We disclose our accounting of these contributions in our annual Economic Contribution Report. Additionally, Teck endeavours to provide benefits directly to communities through local hiring and procurement, community investments and agreements with Indigenous Peoples.

Local Hiring and Procurement

Local hiring is a priority at Teck operations. We define local employees and suppliers as those based in the host provinces and states; in the case of Chile, this includes those within the specific Region of the sites. This definition is further categorized into two subgroups: Local – Localized and Local – Provincial/State.

To support local hiring, we facilitate access to relevant training opportunities at or near Teck's sites, ensuring that local hires are equipped with the necessary skills for employment and career advancement.

Throughout the mining life cycle, where feasible, our sites prioritize the use of local suppliers, providing that they meet our health, safety, environmental and community standards while offering cost-competitive goods and services. Additionally, our commitments regarding procurement and hiring practices are often included into agreements with Indigenous communities.

Our goal is to continuously increase local employment and procurement opportunities, to deliver direct economic benefits to communities in which we operate.

Managing for Closure and Beyond

Responsibly closing our sites and managing our legacy properties means following our closure principles, including promoting socio-economic transition. We conduct regular monitoring against closure-related legal requirements and regulatory, stakeholder and internal commitments and success criteria, and we use these results to update our closure and post-closure management plans.

See the Mine Closure section on page 65 for more information.

Community Investment

Teck recognizes that the well-being of our communities is fundamental for the company's long-term success. We are committed to maximizing our investments in communities to foster trusted relationships and resilient, thriving communities in collaboration with local residents. Through Teck's Community Investment Program, we invest in organizations and initiatives that generate shared value, support sustainable development and align with the UN Sustainable Development Goals.

Our Community Investment Program is guided by best practices from the International Finance Corporation, London Benchmarking Group and Imagine Canada. We aim to contribute, at a minimum, 1% of our pre-tax earnings on a five-year rolling average basis to community investment.

Teck's investment approach focuses on three types of investment categories:

- **Charitable Donations:** Contributions in response to the needs and appeals from community organizations, including disaster relief or events
- **Community Development:** Investments into programs and partnerships that address broader social and environmental issues aligned with our community investment strategy and that have longer-term objectives
- **Commercial Initiatives:** Contributions that directly support the success of the company, enhance its corporate brand, strengthen its licence to operate, and advance the reputation of mining and metals while delivering social or environmental benefits

Our investments are directed within four key focus areas: Nature and Climate, Community Wellness, Indigenous Peoples and Communities, and Education and Equity at the local, regional, national and global levels, with an additional prioritization on programs that support youth, Indigenous Peoples and diversity, specifically gender equality.

For further information and case studies of our community investment partnerships, please visit the Community Investment page on our website.

MANAGEMENT APPROACH TO SUSTAINABILITY

| Responsible Business | Environmental Management | Emergency Preparedness | Relationships with Indigenous Peoples | Health and Safety | Climate Change | **Relationships with Communities** | Water Stewardship | Tailings Management | Our People and Culture | Business Conduct | Biodiversity | Mine Closure | Value Chain Management | Human Rights | Air Quality | Circularity |

Our Targets and Commitments

Teck's sustainability strategy guides our long-term approach and goals related to relationships with communities and Indigenous Peoples throughout the organization. Our current sustainability strategy was updated in 2020.

Strategic Priority:

- Collaborate with communities and Indigenous Peoples to generate economic benefits, advance reconciliation efforts and improve community well-being

Goals:

- Increase local employment and procurement opportunities by the end of 2025 to deliver direct economic benefits to communities
- Achieve greater representation of Indigenous Peoples across our business by the end of 2025 by increasing employment and procurement through business development, capacity-building, education and training opportunities
- Deliver positive social, economic and environmental outcomes for communities and Indigenous Peoples by contributing $100 million to community organizations and global initiatives, including our Zinc & Health and Copper & Health programs, by the end of 2025

For more information on our sustainability strategy goals, see the Sustainability Strategy section of our website.

We report on our performance against indicators and goals related to Relationships with Communities on an annual basis in our Sustainability Report.

Assurance Related to Relationships with Communities

Teck implements the bespoke integrated assurance model, which audits internal controls and the effectiveness of the controls. These assurance activities include:

- Internal sustainability assurance audits and mid-term effectiveness reviews conducted at sites by Teck's Sustainability Assurance team
- External assurance by independent third-party assurance providers for relevant regulatory and voluntary membership requirements

Following each of these processes, the applicable management teams use the results to inform future actions and to contribute to Teck's five-year planning process.

Assurance Related to Relationships with Communities

Type	Organization	Items Reviewed
Internal	Teck (risk-based sustainability audits)	• Adherence to regulatory and permit requirements • Effectiveness of controls based on risk profile • Sustainability Standards
Internal	ISO 14001 internal audits	• Components of the environmental management system at each certified site including communities
External	Mining Association of Canada: Towards Sustainable Mining assurance	• TSM Indigenous and Community Relationships Protocol
External	International Council on Mining and Metals: Sustainability Report Assurance and Performance Expectations	• Total community investment spend • Principle 3: Respect human rights and the interests, cultures, customs and values of employees and communities affected by our activities (Performance Expectations 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9) • Principle 9: Pursue continual improvement in social performance and contribute to the social, economic and institutional development of host countries and communities (Performance Expectations 9.1, 9.2, 9.3, 9.4)
External	ISO 14001 external audits	• Components of the environmental management system at each certified site, including communities
External	The Copper Mark (Version 1, 2020)	Risk Readiness Assessment Criteria: • Issue area 3: Stakeholder Engagement • Issue area 23: Community Health & Safety • Issue area 24: Community Development • Issue area 28: Indigenous Peoples' Rights • Issue area 30: Cultural Heritage

OUR APPROACH
TO WATER
STEWARDSHIP

GRI Indicators: 2-23, 2-24, 2-26, 2-27, 2-28, 2-29, 3-3, 303-1, 303-2, 303-4, 14.7.1, 14.7.2, 14.7.3

MANAGEMENT APPROACH TO SUSTAINABILITY

Responsible Business | Environmental Management | Emergency Preparedness | Relationships with Indigenous Peoples | Health and Safety | Climate Change | Relationships with Communities | **Water Stewardship** | Tailings Management | Our People and Culture | Business Conduct | Biodiversity | Mine Closure | Value Chain Management | Human Rights | Air Quality | Circularity

Which Teck sites does this document apply to?

This section summarizes our approach to managing water stewardship. This section applies to all Teck-controlled[19] sites and projects, inclusive of contractor activities. This does not include operations in which Teck has/had an ownership interest but does not have operational control.

Water stewardship performance information: See our Annual Sustainability Report, available for download on our website.

CONTEXT

Water stewardship is critical in mining due to its essential role in mineral processing and potential impact on water quality. This can affect water quality and other water users in the watershed if not managed appropriately.

Teck recognizes that access to water is a human right, and that water is essential to stakeholders in the watersheds where we operate. Responsible water management is fundamental to maintaining trust in the watersheds where we operate.

We incorporate water stewardship into our business planning through the implementation of our Water Policy and our Water Governance framework. Effective and efficient water management is a priority to meet regulatory requirements and for our stakeholders.

GOVERNANCE AND ACCOUNTABILITY

Accountability and Resourcing

The Board of Directors, through its Safety and Sustainability Committee, broadly oversees health, safety, environment and community policies, systems, performance and auditing, including implementation of Teck's sustainability-related standards (Sustainability Standards) and our Water Policy and Water Governance framework.

The following senior leaders at the corporate level are involved in implementing water stewardship:

- The Executive Vice President (EVP) and Chief Operating Officer (COO) reports directly to the President and Chief Executive Officer (CEO) and is responsible for driving safety, operational excellence and asset optimization at Teck's operations across the North America and Latin America regional business units

- The Senior Vice President (SVP), Operations, North America reports to the EVP and COO and provides health and safety, Indigenous and communities affairs, environment, permitting and government relations services to operations and projects in the North American region

- The SVP, Operations, Latin America reports to the EVP and COO and provides health and safety, Indigenous and communities affairs, environment, permitting and government relations services to operations and projects in the Latin American region

- The Vice President (VP), Technical and Planning reports to the EVP and COO and is responsible for technical capabilities, setting standards, providing governance and developing asset-level strategic plans to maximize value of operating and development assets; this includes responsibility for strategic asset planning, reserve evaluation, processing, geoscience, mining, water, decarbonization and tailings

- The Director, Water reports to the VP, Technical and Planning and is responsible for implementing Teck's water governance program across Teck's portfolio of controlled sites; this includes deploying resources to the region or the asset, to deliver services in a consistent and cost-effective manner

At each of our operations, we have a designated team leading Teck's work in water stewardship. These employees are responsible for monitoring water-related activities and incidents, and for using the results to inform and implement improved water stewardship practices. See the Responsible Business section on page 3 for more details on our sustainability governance structure.

Policies and Standards

Our Code of Sustainable Conduct outlines our commitment to sustainable development; efficient and responsible use of energy, water and other resources; waste management; and responsible material use.

Teck's Sustainability Standards outline the framework for the identification and effective management of sustainability risks and opportunities, including those related to water stewardship, and define a process for continual improvement.

We have a Water Policy and a Water Governance framework to ensure we implement consistent and effective water stewardship across Teck. Our Water Policy outlines our commitment to apply consistently strong and transparent water governance, to manage water at operations efficiently and effectively, and to collaborate to achieve responsible and sustainable water use. It defines the company-wide approach we use to manage the risks and realize the opportunities related to water.

Our Water Governance framework includes requirements to ensure:

- Qualified individuals are involved in water activities

- Water risks and opportunities are identified and managed

- Water considerations are integrated into business planning

- Water expertise is developed, and knowledge is shared across the organization

- Mechanisms are in place for evaluating and reporting on water performance

- Water metrics and targets are set appropriately

- Water balance and management plans are maintained

- A cross-functional water team is developed and maintained across our sites

- Industry best practice is established and implemented in operation maintenance and monitoring

Memberships, Partnerships and External Commitments

We work with various local, national and international organizations and programs to support improvements in water stewardship across the industry:

- International Council on Mining and Metals (ICMM): A global industry association that represents leading international mining and metals companies who are required to implement the ICMM Principles, the Position Statements and the Performance Expectations, which include criteria related to Water Stewardship.

- Mining Association of Canada (MAC)—Towards Sustainable Mining (TSM): A Canadian industry association that promotes the development of the country's mining and mineral processing industry, works with governments on policies applicable to the sector, and promotes the value that mining brings to the economy and the daily life of Canadians while operating responsibly using the Towards Sustainable Mining Protocols. The criteria include the TSM Water Stewardship Protocol.

- The Copper Mark (including multi-metals Zinc Mark, Molybdenum Mark): A multi-metals assurance framework developed by the International Copper Association to promote responsible practices and to demonstrate the contribution of the transition minerals industry to the United Nations Sustainable Development Goals. The Copper Mark includes criteria related to management and conservation of fresh water.

- International Organization for Standardization (ISO) 14001: An international standard that specifies the requirements for an environmental management system that organizations use to manage environmental responsibilities in a systematic way to enhance environmental performance.

- International Network for Acid Prevention (INAP): A network that drives leading practice in acid and metalliferous drainage risk management so that mining companies can operate sustainably in their respective environments across the asset life cycle. This is achieved through industry-led collaboration, knowledge development and sharing.

19 Teck-controlled refers to situations where Teck has the ability to exert decision-making authority over an activity or location.

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MANAGEMENT APPROACH TO SUSTAINABILITY

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APPROACH TO MANAGING WATER

We work to be a leader in water stewardship by moving towards collaborative water management practices that focus on sustaining and restoring water resources. Our approach to water management is based on three pillars: protecting water quality, improving water management and use efficiency, and engaging collaboratively within our watersheds.

Identifying Water Risks and Opportunities

Water risks and opportunities are used to inform decision-making at each of our sites throughout exploration, development, operation and closure, and at the corporate level to inform strategic planning activities. Each operation completes a water risk and opportunity assessment, and priority risks are used by each operation and business function to maintain and biannually update their risk registers in accordance with a standardized risk management system approach to identifying and assessing all risks. We employ a variety of techniques and tools to assess water-related risks, including internal company knowledge and tools, water-risk guidance, and tools such as the World Resources Institute's Aqueduct tool.

At the company level, water is integrated into a comprehensive, company-wide, strategic-level risk assessment process. We also use qualified water professionals and independent third-party review processes to guide and review our decision-making related to water.

Protecting Water Quality

Teck aims to manage and monitor water quality, including priority substances of concern, at each operation in compliance with appliable standards, regulations and permits. Priority substances of concern and discharge limits are primarily determined based on regulatory requirements. We undertake aquatic life and ecosystem assessments that use scientifically rigorous evaluations and projections for ecosystem health.

Our practices include frequent monitoring of existing and reference conditions, and planning for future

conditions, so that we can manage the risks and realize the opportunities related to water. As part of our practices, we report on water quality measurements and trends to relevant authorities, and adaptively manage our activities. We are also implementing a source control program, to assess and advance innovative technologies, and to prevent and minimize our impact on water quality, including ways to either minimize or inhibit altogether metal leaching and acid rock drainage from mined materials.

Each location has specific water considerations that depend on the local context. We monitor and report on our water stewardship activities and performance in our Annual Sustainability Report and on our website. Making this information broadly available helps advance community knowledge and understanding and can accelerate the pace of progress and innovation.

Our monitoring activities include regular water quality sampling of surface water and groundwater, and monitoring of aquatic health. The results are typically reported annually by professional scientists and reviewed by external experts. Teck's water-related impacts are assessed as part of permit applications and environmental impact assessment processes.

Improving Water Management and Use Efficiency

We continuously work on optimizing our water use, thereby minimizing our consumption of fresh water. We focus on reducing our intake of fresh water and on maximizing the reuse of water to increase water availability for others near our operations in water-scarce regions.

We use water primarily for material processing and transport activities, cooling and dust control. A portion of the water we use is consumed through entrainment in our products or tailings, or through evaporative processes. The water we withdraw is obtained primarily from where our operations interface with surface water and groundwater systems; however, we are transitioning to seawater sources in water-scarce regions such as northern Chile.

We discharge a significant proportion of our water withdrawals without use and, where practical, we discharge this water as close as possible to the

withdrawal location. The water we discharge is monitored and treated if necessary. We operate in jurisdictions with existing stringent water quality standards and use local standards to determine treatment requirements and to assess compliance. We classify and report on water types in accordance with industry-specific requirements defined by ICMM. Much of our discharge undergoes primary treatment, with a significant portion of water also undergoing tertiary treatment.

Each operation maintains a Water Management Plan (WMP). Annually, we update WMPs in conjunction with the update of each operation's water balance. The plans describe how the operation fits into the local watershed and its associated regulatory context. WMPs also describe how we manage water now and, in the future, to:

- Contribute to meet our water goals
- Provide direction and strategies to address water management risks and opportunities
- Define how water performance will be monitored and reviewed

Site-wide water balances at each operation provide an understanding of water inputs, consumption, and reuse/recycle and discharge volumes at each operation. We use water balances as a decision-making tool to assess water management alternatives, to evaluate an operation's water management performance and to provide water data for our company-wide reporting.

Groundwater

We monitor and model local groundwater resources to determine rates of drawdown and to ensure long-term protection of these water sources. Forecasts of future availability and use are developed to guide decision-making and to ensure the aquifers are protected for the benefit of local water users in the future.

Water Stewardship in Water-Stressed Regions

Our Carmen de Andacollo and Quebrada Blanca operations are located in regions where water is scarce. Viable water use and supply options are considered when

planning projects and assessing potential expansions or extensions.

A broad range of scenarios is developed and assessed, including, for example, the use of desalinated water at our Quebrada Blanca Operations.

At Carmen de Andacollo Operations, Teck is a member of the Pan de Azúcar Mesa Hídrica, a regional group of stakeholders for the management of common water issues. Teck was also central to the creation of the Culcatán Mesa Hídrica, which are multi-stakeholder forums to manage water in water-stressed areas.

Acid Rock Drainage

Acid rock drainage (ARD), also known as acid and metalliferous drainage,[20] is the outflow of acidic water containing elevated metal concentrations from exposed rock surfaces. ARD can occur at mining operations in locations where rocks containing certain minerals are exposed to oxygen. It has the potential to occur in waste rock, tailings and exposed surfaces in open pits. At Teck, ARD potential is thoroughly evaluated in the exploration and feasibility design stages, and appropriate plans, controls and water management infrastructure are put in place for construction, operation and closure. We design and operate for closure, and consider the potential for ARD generation and required mitigation measures, at every step of project development. The evaluations completed at the Environmental Assessment (EA) stage are contained in publicly available EA documents submitted to regulatory authorities.

Teck has a source control program in place, with a mandate to ultimately build mine waste facilities that significantly slow down or inhibit ARD (and leaching of metals) so that water treatment is not required. This is done through collating of best practice information, assessing innovative technologies, and providing our practitioners with an evaluation framework and toolkit to prevent and minimize our impact on water quality, including metal leaching and ARD from mined materials. Where prevention is not possible, we collect and treat ARD in a responsible manner that protects human health and the environment.

[20] The definition of ARD that Teck uses is based on the Internal Network for Acid Prevention (INAP) and Global Acid Rock Drainage (GARD) Guide.

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MANAGEMENT APPROACH TO SUSTAINABILITY

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We follow the Global Acid Rock Drainage (GARD) Guide and embed key learnings and preventive strategies on a site-specific basis. The GARD Guide was developed by INAP; Teck is a founding member of INAP and maintains active leadership on the INAP Board of Directors and Operations Committee.

Our project development process incorporates project charters, which include subject matter experts within Teck, calibrated by consulting specialists, who establish site- and project-specific gating criteria based upon the principles of the GARD Guide, for example, testing frequency, nature of testing, monitoring techniques, and treatment options where source control alone is not sufficient.

Teck continues to be an industry leader in ARD planning, prevention, evaluation and treatment. Starting with the industry's first treatment plant for ARD (Sullivan Mine, now closed), and from our source control work to our innovative water treatment technology development such as saturated rock fills, to our applied research and development efforts, we are taking steps towards a future where there will be no legacy ARD issues. Our leadership role with INAP, the international body seen as the global leader for ARD knowledge and mitigation, has enhanced our peer-to-peer sharing of experience and our ability to do joint projects. Information on recent projects and overall program information are provided on the INAP website.

Engaging Collaboratively Within Our Watersheds

Access to clean and sufficient water by others in the watersheds where we operate is important to us and to our stakeholders. When implementing our water management practices, we consider and engage with other water users in the watersheds to promote water stewardship.

As part of this process, we are incorporating the approach defined in ICMM's guide to catchment-based water management to identify, evaluate and respond to water-related risks and opportunities in our watersheds.

Managing Employee and Community Feedback

Teck provides feedback mechanisms at every operation and project and in every exploration region to specifically ensure that those who want to provide feedback on our business practices—whether it's a comment, question, concern, complaint or compliment—can do so easily and, if they wish, anonymously. See the Relationships with Communities section on page 34 for more details on how we manage community feedback and grievances.

Managing Incidents Related to Water

Sites are required to actively monitor and manage all incidents related to their activities, including those related to health and safety, communities and the environment. Sites are expected to follow up on all incidents identified to understand the impacts and to implement corrective actions wherever possible, with more significant incidents potentially subject to root cause investigation. We report any significant incidents[21] related to water in our Annual Sustainability Report and share learnings from Teck across the mining industry.

Our Targets and Commitments

Teck's sustainability strategy guides our long-term approach and goals related to water stewardship throughout the organization. Our current sustainability strategy was updated in 2020.

Strategic Priorities:

- Transition to seawater or low-quality water sources for all operations in water-scarce[22] regions by the end of 2040
- Implement innovative water management and water treatment solutions to protect water quality downstream of all our operations

Goals:

- By 2025, design all development projects in water-scarce regions with a seawater or low-quality[23] water source

- By the end of 2025, implement new source control or mine design strategies and water treatment systems to further advance efforts to manage water quality at our operations

For more information on sustainability strategy goals, see the Sustainability Strategy section of our website.

We report on our performance against these indicators and our progress towards water stewardship goals on an annual basis in our Sustainability Report.

Assurance Related to Water

Teck implements the bespoke integrated assurance model, which audits internal controls and the effectiveness of the controls. These assurance activities include:

- Internal sustainability assurance audits and mid-term effectiveness reviews conducted at sites by Teck's Sustainability Assurance team
- External assurance by independent third-party assurance providers for relevant regulatory and voluntary membership requirements

Following each of these processes, the applicable management teams use the results to inform future actions and to contribute to Teck's five-year planning process.

Assurance Related to Water

Type	Organization	Items Reviewed
Internal	Teck (risk-based sustainability audits)	• Adherence to regulatory and permit requirements • Effectiveness of controls based on risk profile • Sustainability Standards
Internal	ISO 14001 internal audits	• Components of the environmental management system at each certified site
Internal	Teck's Corporate Water Group	• Assessment of operational water management activities relative to our Water Governance framework
External	International Council on Mining and Metals: Sustainability Report Assurance and Performance Expectations	• All operations—water withdrawals for use • Principle 6: Pursue continual improvement in environmental performance issues, such as water stewardship, energy use and climate change • Performance Expectation 6.2: Water Stewardship
External	Mining Association of Canada: Towards Sustainable Mining assurance	• TSM Water Stewardship Protocol
External	The Copper Mark (Version 1, 2020)	Risk Readiness Assessment Criteria: • Issue area 17: Freshwater Management and Conservation
External	ISO 14001 External Audit	• Components of the environmental management system at each site

[21] Teck uses a risk management consequence matrix to determine incident severity, which includes environmental, safety, community, reputational, legal and financial aspects. "Significant incidents" includes incidents assessed as Level 3, Level 4, Level 5 or Level 6 based on our risk matrix and guidance.

[22] Water stress is characterized using World Resources Institute (WRI) Aqueduct Water Risk Atlas, which defines water stress as where the demands for water (e.g. domestic, industrial, irrigation, and livestock needs) exceed what is available through renewable surface and groundwater sources. The proportion of sites in water-stressed areas is 40%. Aqueduct Water Risk Atlas.

[23] As defined by ICMM, low-quality water typically has lower socio-environmental value, as the poorer quality may restrict potential suitability for use by a wide range of other users or receptors, excluding potential industrial uses and adapted ecosystem function.

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OUR APPROACH
TO TAILINGS MANAGEMENT

GRI Indicators: 2-23, 2-24, 2-26, 2-27, 2-28, 2-29, 3-3, 14.6.1, 14.6.2

MANAGEMENT APPROACH TO SUSTAINABILITY

| Responsible Business | Environmental Management | Emergency Preparedness | Relationships with Indigenous Peoples | Health and Safety | Climate Change | Relationships with Communities | Water Stewardship | **Tailings Management** | Our People and Culture | Business Conduct | Biodiversity | Mine Closure | Value Chain Management | Human Rights | Air Quality | Circularity |

Which Teck sites does this document apply to?

This section summarizes our approach to tailings management and applies to all Teck-controlled[24] sites, with a focus on operations and legacy sites with major tailings facilities and on major development projects with proposed tailings facilities. This does not include operations in which Teck has/had an ownership interest but does not have operational control. For operations and projects where Teck does not have operational control, we provide oversight on tailings management according to the management structure of the particular joint venture.

Tailings management performance information: See our Annual Sustainability Report, available for download on our website. Also see the Tailings Management page on our website for further disclosure.

CONTEXT

Tailings and mine waste rock are common by-products of mining practice. They are typically created as mined ore is crushed, ground and/or processed to separate the valuable minerals and create a saleable concentrate product. The residual material from this concentrating process is called tailings. Due to the nature of the ore separation processes, tailings are commonly transported as a slurry of fine mineral particles and water, but may also be dewatered and transported using conventional earthmoving equipment. The tailings are then placed in a specially designed impoundment called a tailings facility.

Tailings facilities exist in mining areas around the world and have the potential to have a significant impact on communities, local economies and the surrounding environment. The main focus of management of tailings facilities is on ensuring safe and reliable performance.

Teck's tailings facilities are operated and maintained to meet global best practices for safety throughout their life cycle. Whether active, inactive or along the path to a state of safe closure, we continually review our facilities and procedures and are committed to maintaining the highest standard of safety at our facilities. Our comprehensive systems and procedures in place for the safe operation and monitoring of tailings facilities are described in the following pages. Tailings storage facilities at Teck's operating and closed sites are designed to meet or exceed regulatory requirements and are subject to our tailings stewardship program, described below, that is designed to continually improve the management of our facilities by developing and incorporating best practices.

GOVERNANCE AND ACCOUNTABILITY

Accountability and Resourcing

The Board of Directors, through its Update to Safety, Operations and Projects (SOP) Committee, broadly oversees health, safety, environment and community policies, systems, performance and auditing, including implementation of Teck's sustainability-related standards (Sustainability Standards). Our activities associated with tailings and waste management are reported to the Update to Safety, Operations and Projects (SOP) Committee of the Board.

The following senior corporate leaders are involved in implementing the management of tailings and mine waste:

• The Executive Vice President (EVP) and Chief Operating Officer (COO) reports directly to the President and Chief Executive Officer and is responsible for driving safety, operational excellence and asset optimization at Teck's operations across the North America and Latin America regional business units

• The Senior Vice Presidents (SVPs) of the North America and Latin America business units report directly to the EVP and COO and are the accountable executives for tailings facilities at our operating and non-operating assets

• The Chief Sustainability Officer reports to the EVP and Chief Legal and Sustainability Officer and is responsible for guiding strategy and establishing governance and standards to drive enterprise sustainability performance, community and Indigenous affairs, environment and permitting, and is the accountable executive for tailings facilities at our legacy properties

• The Vice President (VP), Technical and Planning reports to the EVP and COO and is responsible for technical capabilities, setting standards, providing governance and developing asset-level strategic plans to maximize value of operating and development assets; this includes responsibility for strategic asset planning, reserve evaluation, processing, geoscience, mining, water, decarbonization and tailings

• The Director, Tailings and Geotechnical Engineering, who chairs our Tailings Working Group, reports to the VP, Technical and Planning and advises other executives on emerging issues or governance concerns, per our Tailings Policy and Standard

• The Director, Legacy Properties, reports to the SVP, North America, and advises other executives on emerging issues or governance concerns on tailings facilities at our legacy properties

The Tailings Working Group provides oversight and guidance across the organization and conducts reviews to ensure alignment with Teck's governance framework for tailings management.

Policies and Standards

Our Code of Sustainable Conduct outlines our commitment to continually improve our environmental practices, including the safe operation and closure of tailings storage facilities.

Teck's Tailings Management Policy commits to the implementation of the Global Industry Standard on Tailings Management and industry-leading protocols established by the International Council on Mining and Metals and by the Mining Association of Canada. Our policy also outlines our commitment to the safe and environmentally responsible management of tailings facilities throughout the mining life cycle to minimize

harm to the environment and to protect the health and safety of our people and surrounding communities of interest (COIs).

Teck's Tailings Policy and Standard provides a consistent company-wide approach to how we manage the risks inherent with tailings. These documents set clear expectations on roles and responsibilities related to tailings management across all Teck projects, operations and legacy properties.

Memberships, Partnerships and External Commitments

We work with various local, national and international organizations and programs to support improvements in tailings and mine waste management across the industry:

• Global Industry Standard on Tailings Management (GISTM): Launched in August 2020, this standard sets a high benchmark for improving the safe management of tailings facilities toward the ultimate goal of zero harm. Teck's corporate Tailings Policy and Standard reflect the requirements of the GISTM, and Teck is committed to implementation of the GISTM across all of our sites and projects. Teck has published facility summaries for our active and inactive tailings, per the GISTM disclosure requirements.

• International Council on Mining and Metals (ICMM): A global industry association that represents leading international mining and metals companies who are required to implement the ICMM Principles, the Position Statements and the Performance Expectations. In order to support member companies' implementation of the GISTM, the ICMM published the ICMM Conformance Protocols and the Good Practice Guide for Tailings Management, which include specific guidance and criteria related to tailings and GISTM conformance.

• Mining Association of Canada (MAC) Towards Sustainable Mining (TSM): A Canadian industry association that promotes the development of the country's mining and mineral processing industry, works with governments on policies applicable to the sector, and promotes the value that mining brings to the economy and the daily life of Canadians while

24 Teck-controlled refers to situations where Teck has the ability to exert decision-making authority over an activity or location.

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MANAGEMENT APPROACH TO SUSTAINABILITY

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operating responsibly using the Towards Sustainable Mining Protocols. The TSM program includes the TSM Tailings Management Protocol and supporting *Tailings Guide*, which have been adopted internationally by other mining associations, and are applied across Teck's portfolio of tailings facilities, regardless of jurisdiction.

• The Copper Mark (including multi-metals Zinc Mark and Molybdenum Mark): A multi-metals assurance framework developed by the International Copper Association to promote responsible practices and to demonstrate the contribution of the transition minerals industry to the United Nations Sustainable Development Goals. The Copper Mark includes criteria related to tailings management.

• Canadian Dam Association (CDA): As a member of the Association, Teck's senior technical leaders actively participate in the CDA Mining Dams Committee, providing input to the development of industry guidance on best practices.

APPROACH TO TAILINGS MANAGEMENT

Tailings Storage Facilities Management

Tailings facilities are designed based on factors such as the composition of the tailings being stored, site geology and geotechnical conditions, precipitation/climate, seismic activity, community input and environmental protection. Across Teck's portfolio of active and inactive tailings facilities, are examples of various configurations, including dewatered tailings, in-pit storage, and tailings embankments with retained tailings. See Tailings Management on our website for more information on methods of constructing tailings embankments.

At Teck, we take extensive measures to safely manage our facilities throughout the mining life cycle, including planning, design, construction, operation, and closure of our tailings facilities, such that:

• Tailings facilities are managed in a manner that mitigates risks, minimizes liabilities and reduces potential long-term impacts on surrounding communities and the environment

• Proactive and meaningful engagement with COIs is carried out on management and review of tailings facilities

• Best available practices and technologies are incorporated in our management and governance of tailings facilities with the intent of continuous improvement in performance and safety

• Emergency response plans are developed and mechanisms for post-incident recovery are implemented in collaboration with our COIs

We value local knowledge and incorporate it into our decision-making processes, ensuring that community perspectives are considered in all relevant activities. Engagement with COIs includes timely, understandable and accessible information-sharing, integration with broader site engagement programs, and addressing barriers to participation, especially for marginalized or under-represented groups, Examples of engagement strategies that may be used include community meetings, focus groups, information sessions, feedback mechanisms, collaborative decision-making sessions, emergency preparedness training and drills, site tours, and regular updates and communication.

The first priority for our tailings facilities is the safety and security of communities, employees and the environment. We have comprehensive systems and procedures in place for the safe operation and monitoring of tailings facilities that follow best practices, organized around interrelated activities that include:

1. Surveillance: Sites employ surveillance systems such as piezometers, inclinometers, pressure gauges, drones, satellite-based remote sensing, including InSAR, and other technologies to monitor tailings dams, abutments, natural slopes and water levels. We routinely evaluate new technologies to assess opportunities to improve the effectiveness of our surveillance systems.

2. Staff Inspections: Tailings facilities are inspected by trained operators and expert technical staff as frequently as several times daily, with formal staff inspections at regular prescribed intervals.

3. Annual Facility Performance Reports (AFPRs): Formal reviews are conducted annually by Engineers of Record for all our active or inactive tailings facilities. AFPRs are conducted to review the physical performance of the facility against the expected performance and design intent, and to detect any conditions that require attention.

4. Independent Tailings Review Boards: Our operations, legacy (inactive) facilities and major development projects have Tailings Review Boards made up of senior external independent experts who meet regularly, at least annually, to conduct a third-party review of design, operation, surveillance and maintenance of our storage facilities. These Boards also provide input into our internal governance and the quality of work done by our third-party Engineers of Record. The results from the Independent Review Board assessments are communicated directly to senior management.

5. Internal Governance Reviews: Teck's Tailings Working Group conducts internal governance reviews of our active and inactive tailings facilities, as well as our major tailings projects, on a regular basis. Tailings Governance Reviews are carried out every two to three years by internal subject matter experts. These governance reviews assess the adequacy of personnel and procedures to meet our commitments, and our ability to address recommendations for continual improvement from our external reviewers in a meaningful and timely manner. The governance reviews also evaluate the performance of our Engineers of Record and other external reviewers and consultants who we rely on as part of our overall management processes.

6. Periodic Dam Safety Reviews (DSRs): Comprehensive third-party dam safety reviews are conducted by qualified independent tailings experts at a frequency based on the potential consequence for each facility. DSRs are conducted to evaluate performance of the design, construction, operation, maintenance and surveillance of the facility relative to the standard of practice across the industry.

7. Special Reviews: After significant global events, such as the Samarco or Brumadinho catastrophic tailings dam failures in Brazil, Teck takes measures to learn as much

as possible from those events and employs additional industry experts outside of independent review boards to evaluate our governance program and to assess whether the root causes of those other events are present in Teck's program.

Within joint venture arrangements where Teck is not the operator, Teck provides oversight on tailings management according to the management structure of the particular joint venture. At Antamina, our only operating joint venture, a Tailings Review Board is in place that meets the requirements of our governance review process. Teck also provides senior experts to Antamina's Tailings Technical Committee.

Teck reviews and confirms quarterly that it has adequate financial capacity to cover estimated costs of planned closure, early closure, reclamation and post-closure for tailings facilities and their appurtenant structures. These costs are disclosed annually in aggregate form in our annual financial statements as part of the decommissioning and restoration provisions on Teck's balance sheet, contained within our Annual Report. For more information on financial capacity, see our GISTM disclosure.

Technology and Innovation in Tailings Management

Teck is committed to integrating new technologies and innovation into our tailings management practices, including both physical and digital technologies. We routinely assess established and emerging tailings technologies for applicable locations, both for new projects as well as for existing operations. For example, our Carmen de Andacollo Operations uses thickened tailings to reduce tailings volume and to increase water available for recycling. Further, we have incorporated real-time geotechnical monitoring systems across all of our operating facilities, we use satellite-based remote sensing at many of our facilities, and we are working to further enhance our surveillance programs to add to our already extensive monitoring and response program.

Teck understands that "one size does not fit all" when it comes to tailings management and its associated technologies, and that by working with selected vendors, academia and industry experts, our facilities are rigorously evaluated using appropriate tailings technologies.

For more information, see Technology and Innovation in the Tailings Management section in our Sustainability Report.

Emergency Planning and Preparedness

Each facility has an Operation, Maintenance and Surveillance manual and a Mine Emergency Response Plan, which are both regularly reviewed and updated. We maintain site-specific tailings management systems that conform to or exceed industry standards of practice, including leading protocols established by MAC-TSM and ICMM, which we report upon publicly.

These systems, which demonstrate leadership and commitment to responsible tailings management practices, were developed through consultation with communities. We also review emergency response plans with our local communities and stakeholders and undertake community meetings and emergency drills to work through these plans and to discuss our approach to tailings management.

For all facilities with a credible flow failure scenario (tailings could leave the impoundment in an uncontrolled and destructive manner), a breach and inundation evaluation is conducted to identify communities and waterbodies that could be impacted in the extremely unlikely event of a tailings incident, in order to evaluate mitigation strategies and to assist with emergency planning and response.

Potential consequences are evaluated based on the potential environmental, safety and economic effects of a failure. This ranking of consequence does not reflect likelihood of failure; rather, it provides a tool to assist with facility design and emergency planning. See the Emergency Planning and Preparedness section on page 14 for further information.

Transparency and Disclosure

We remain committed to being open and transparent with communities and other stakeholders regarding the construction and management of our tailings facilities. As such, we make information on our approach to tailings management, a detailed list of facilities and information about our facilities, available on our website. We have also provided detailed information about our tailings facilities through responses to various investor requests.

Teck is committed to responsibly managing tailings facilities and to implementing the GISTM at our operating and closed facilities in all jurisdictions. As part of our GISTM commitment, Teck has published facility disclosures for our facilities. For more information, see our Global Industry Standard on Tailings Management web page.

We disclose our tailings facility inventory table annually in our Annual Sustainability Report. We also report any significant incidents[25] related to tailings in our Sustainability Report and we share learnings from Teck across the mining industry.

For information about Teck's approach to waste management, including tailings, waste rock and overburden, and hazardous and non-hazardous waste, see the Circularity section on page 86.

Our Targets and Commitments

We are committed to the safe and environmentally responsible development, operation and management of tailings storage facilities. We continually review our facilities and procedures and are committed to maintaining the highest standard of safety and environmental protection at our operations, including standards set by MAC and ICMM. We aim to have zero significant environmental incidents across the organization.

Tailings management is embedded within our sustainability strategy alongside health and safety, biodiversity and closure, climate change, water, our people, communities and Indigenous Peoples and responsible production. Our sustainability strategy was updated in 2020 and has long-term strategic priorities and shorter-term sustainability goals.

Strategic Priority:

- Continue to manage our tailings across their life cycle in a safe and environmentally responsible way

Goals:

- Preferentially consider milling and tailings technologies that use less water, both for new mines and any mine life extensions at existing mines

- Expand the use of digitally connected surveillance technologies to assist in monitoring our tailings storage facilities

For more information on our sustainability strategy goals, see the Sustainability Strategy section of our website.

We report on our performance against indicators and goals related to tailings management on an annual basis in our Sustainability Report.

[25] Teck uses a risk management consequence matrix to determine incident severity, which includes environmental, safety, community, reputational, legal and financial aspects. "Significant incidents" includes incidents assessed as Level 3, Level 4, Level 5 or Level 6 based on our risk matrix and guidance.

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Assurance Related to Tailings Management

Teck implements the bespoke integrated assurance model, which audits internal controls and the effectiveness of the controls. These assurance activities include:

- Internal sustainability assurance audits and mid-term effectiveness reviews conducted at sites by Teck's Sustainability Assurance team
- External assurance by independent third-party assurance providers for relevant regulatory and voluntary membership requirements

Following each of these processes, the applicable management teams use the results to inform future actions and to contribute to Teck's five-year planning process.

In addition to the various assurance activities above, Teck performs tailings-specific Tailings Governance Reviews to assess operational tailings management activities relative to the Tailings Governance framework. We also assess our tailings management practices under MAC's TSM Tailings Management Protocol. Achieving a minimum of a Level A rating under TSM is a requirement of our Sustainability Standards. A Level A rating indicates that tailings management practices that meet industry best practice, as defined by the MAC Tailings Guidelines, have been developed and implemented. All of our operations meet or exceed this standard. Several of our facilities reached a verified Level AAA, which indicates excellence and leadership in tailings management, through validation by an external, independent evaluation.

Assurance Related to Tailings Management

Type	Organization	Items Reviewed
Internal	Teck (risk-based sustainability audits)	• Adherence to regulatory and permit requirements • Effectiveness of controls based on risk profile • Sustainability Standards
Internal	Teck's Tailings Governance Reviews	• Assessment of operational tailings management activities relative to Tailings Governance framework

External	ICMM Conformance Protocols: Global Industry Standard on Tailings Management	• Conformance against the GISTM for extreme or very high-potential consequence facilities across the six topic areas of the standard:
		  – Communities
		  – Integrated knowledge base
		  – Design, construction, operation and monitoring
		  – Management and governance
		  – Emergency response
		  – Disclosure

External	International Council on Mining and Metals: Sustainability Report Assurance and Performance Expectations	• Principle 6: Pursue continual improvement in environmental performance issues, such as water stewardship, energy use and climate change (Performance Expectation 6.3)
External	Mining Association of Canada: Towards Sustainable Mining	• TSM Tailings Management Protocol
External	The Copper Mark (Version 1, 2020)	Risk Readiness Assessment Criteria: • Issue area 19: Tailings Management

OUR APPROACH
TO OUR PEOPLE AND CULTURE

GRI Indicators: 2-23, 2-24, 2-25, 2,26, 2-27, 2-28, 2-29, 2-30, 3-3, 202-1, 401-2, 401-3, 402-1, 403-4, 403-6, 404-2, 407-1, 14.16.3, 14.17.1, 14.7.4, 14.17.5, 14.17.6, 14.17.8, 14.20.2, 14.21.3

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Which Teck sites does this document apply to?

This section summarizes our management approach to our people, our workplace culture and equity, diversity and inclusion. This section applies to all Teck-controlled[26] assets, inclusive of contractor activities. This does not include operations in which Teck has/had an ownership interest but does not have operational control.

Performance information related to our people and culture: See our Annual Sustainability Report, available for download on our website.

CONTEXT

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

We recognize that our diversity—the many inherent and acquired things we individually and collectively bring to work each day—contributes to building a stronger workforce and makes Teck a better company.

Through employee development, leadership and succession planning, we strive to equip our people with the capacity, competency and opportunities to grow individually and contribute to Teck's success. We focus on improving productivity and employee relations by maintaining constructive labour relations. Our objective is to develop leaders who confidently and efficiently manage safe, respectful and productive operations.

GOVERNANCE AND ACCOUNTABILITY

Accountability and Resourcing

Teck is committed to establishing a culture of both physical and psychological safety, employee engagement, employee development, fostering

leadership, and support for equity, diversity and inclusion in our workplace.

Our commitment to inclusion and diversity is reflected in all levels of our company, beginning with our Board of Directors, which has adopted a Board Diversity Policy that requires consideration of a candidate's gender, membership in a visible minority, Indigenous heritage, and whether a candidate self-identifies as a person with disabilities, in addition to their business skills, qualifications and career history. The policy also has a target of no one gender comprising more than 70% of the Board and specifies that, if at any time that target is not met, compliance will be attained by the end of the next annual meeting of shareholders. The Compensation & Talent Committee of the Board receives updates on equity, diversity and inclusion initiatives, including a report each year on Teck's annual gender pay equity review.

The following senior leaders at the corporate level are involved in implementing the management of equity, diversity and inclusion, and our people:

- The Executive Vice President (EVP) and Chief People Officer reports to the President and Chief Executive Officer (CEO) and is responsible for human resources, development of our world-class talent, and the progression of a diverse, respectful and inclusive workplace, which is supported by human resource and management teams at our head office and operations

- The Chief Inclusion Officer reports directly to the EVP and Chief People Officer, and is responsible for leading our equity, diversity and inclusion strategy and initiatives, to continue building a strong and diverse workforce that is engaged and contributing to Teck's social and economic goals, as set out in our Equity, Diversity and Inclusion Policy

Our Inclusive and Respectful Workplace Committee, chaired by the President and CEO, reports to the Board and is responsible for ensuring that Teck has a safe, respectful workplace through our strategies, policies and practices.

Policies and Standards

Our Code of Sustainable Conduct outlines our commitment to sustainability, including upholding labour rights and creating a respectful workplace, and our commitment to integrating sustainability into all our activities.

Teck's Equity, Diversity and Inclusion Policy reflects our commitment to promoting and fostering an inclusive and diverse workforce. Our focus on equity, diversity and inclusion aligns with Teck's core values of integrity, respect, safety and courage. It is also reflected in our Code of Ethics and Code of Sustainable Conduct.

Teck's Respectful Workplace Policy affirms our commitment to creating a safe, inclusive and healthy workplace in which every person is treated with dignity and respect. Other policies that guide our approach to fostering a respectful, equitable, diverse and inclusive workplace include our Human Rights Policy and Indigenous Peoples Policy.

Teck's sustainability-related standards (Sustainability Standards) outline the framework for the identification and effective management of sustainability risks and opportunities, including those related to our people and workplace culture.

Memberships, Partnerships and External Commitments

External best practices and standards inform our work in human resources:

- International Council on Mining and Metals (ICMM): A global industry association that represents leading international mining and metals companies who are required to implement the ICMM Principles, the Position Statements and the Performance Expectations.

- Mining Association of Canada (MAC)—Towards Sustainable Mining (TSM): A Canadian industry association that promotes the development of the country's mining and mineral processing industry, works with governments on policies applicable to the sector, and promotes the value that mining brings to the

economy and the daily life of Canadians while operating responsibly using the Towards Sustainable Mining Protocols.

- The Copper Mark (including multi-metals Zinc Mark and Molybdenum Mark): A multi-metals assurance framework developed by the International Copper Association to promote responsible practices and to demonstrate the contribution of the transition minerals industry to the United Nations Sustainable Development Goals. The Copper Mark includes criteria related to business integrity, child labour, forced labour, freedom of association and collective bargaining, discrimination, working hours, renumeration, human rights, and security.

- Mining Industry Human Resources Council (MiHR): A recognized leader in the development and implementation of national human resources solutions.

- International Labour Organization (ILO): A tripartite UN agency uniting member governments, employers and workers in common pursuit of social justice and internationally recognized human and labour rights; Teck incorporates several ILO standards into our practices.

- Gender Equity in Mining Works (GEM Works): Helps companies create a mining and minerals industry where women and men have the best opportunities for making great contributions and having rewarding careers.

- Women in Mining Canada National Action Plan: Facilitates the provision of assistance to women in mine-impacted areas who are increasingly facing socio-economic problems caused by mining activities.

- 30% Club Canada: Encourages Board Chairs and CEOs to achieve better gender balance at a Board level as well as at senior management levels.

- UN Women: Teck and UN Women entered into a US$1 million multi-year partnership in 2016 to promote the empowerment of Indigenous women in Chile; In 2022, the partnership was extended with an additional US$5 million for the UN Women Originarias Programme.

- The Minerva Foundation: An organization that supports women and girls in British Columbia, Canada, to gain the confidence and skills they need to reach their leadership potential.

[26] Teck-controlled refers to situations where Teck has the ability to exert decision-making authority over an activity or location.

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- **Women's Executive Network (WXN):** An organization that champions the development, advancement and recognition of women across Canada.

- **Canadian Centre for Diversity and Inclusion:** Teck is an Employer Partner with this inclusive business network that provides research, learning and advisory services for workplace diversity and inclusion in Canada.

- **Pride at Work Canada:** As a Proud Partner of this organization, Teck supports 2SLGBTQI+ inclusion.

- **Pride Connection Chile:** Teck is the first mining company in this network of companies that seeks to promote inclusive workspaces for sexual diversity and generate ties to attract 2SLGBTQI+ talent to its various member organizations.

- **Red de Empresas Inclusivas (ReIN) Chile:** Teck is the first mining company in this inclusive network of companies that seeks to incorporate people with disabilities into the workforce.

- **Forum for Women Entrepreneurs:** a Canadian-based charity that energizes, educates, mentors, and connects self-identified women entrepreneurs across Canada—promoting strengthened economies and thriving communities.

APPROACH TO MANAGING OUR PEOPLE AND CULTURE

Equity, Diversity and Inclusion

Fostering an equitable, inclusive and diverse workforce contributes to our innovation and success through exposure to increased perspectives and ideas, helps attract a broader pool of candidates, improves employee retention and better reflects the diversity of the communities in which we operate. Equity, inclusion and diversity also strengthen a culture of safety, one of our core values.

Through our equity, diversity and inclusion strategy we are working towards building a diverse workforce that includes more women, Indigenous Peoples, persons of colour, persons with disabilities and 2SLGBTQI+ community members, with the goal of becoming

representative of the diversity of the communities in which we operate.

Teck recognizes that, historically, women have been under-represented in the mining sector, so we are working to increase the number of women across our organization, inclusive of leadership, technical and operational roles. We have set a goal to increase the number of women in our workforce to 30% by 2030. We conduct in-person and virtual recruitment campaigns to target female talent pools. We also support mentorship and early attraction programs through partnerships such as the Athena Pathways project, focused on women in science, technology, engineering and mathematics (STEM) fields. To enable progression of gender-equal opportunities at Teck, we disaggregate and review our talent pipeline by gender.

We are utilizing artificial intelligence (AI) and technology platforms to support attracting and recruiting under-represented candidates. We use augmented AI and writing tools compliant with equity, diversity and inclusion (EDI) to analyze job descriptions, recruiting emails and talent branding to ensure a gender-inclusive tone, and talent intelligence platforms to support the elimination of bias in the hiring process through cognitive skills, psychometric and personality assessments to better align applicants' skills and motivations with specific jobs. These programs aim to attract and retain more women at Teck.

We also implement employee equity, diversity and inclusion training programs that vary by site and operation. Our EDI Foundations training builds understanding of bias, identity, privilege, microaggressions, inclusive leadership behaviours, and speaking up. To support diverse recruitment and equity in talent processes, we conduct equity, diversity and inclusion training programs for human resources staff in North America and Chile to enhance inclusive leadership and interviewing competencies. Teck's Indigenous Cultural Awareness Training delivers educational materials on Indigenous history, culture and rights to ensure that our relationships with Indigenous Peoples are built on trust and respect. For more information, see the Relationships with Indigenous Peoples section on page 18.

In Chile, we have made all necessary efforts to support the *Labor Inclusion Law*, which supports the inclusion of people with disabilities into the labour force. Our Santiago offices (Corporate and QB Remote Integrated Operations) have been designed for independent accessibility.

Teck's EDI strategy is supported and activated by EDI Committees at each of our sites and in many of our departments. In addition, Teck encourages the development of inclusion networks to support employees who identify with specific aspects of identity to help to foster a sense of belonging, support employees in their career growth and advance equity. Teck's inclusion networks are Women's Network (global and with site-specific Women in Mining groups), Rainbow Alliance and PRIZMA, Indigenous Employee Gathering and Latin Roots Alliance.

Workplace Flexibility

Teck's FlexWork@Teck program provides guidelines to support remote work for employees in appropriate job functions for a portion of their work hours, with a specific focus on supporting employee groups, including parents and employees with underlying health conditions. The program provides employees with the flexibility to better balance work and personal demands, while at the same time ensuring that objectives, team requirements and business needs continue to be met.

The FlexWork@Teck Corporate Guidelines currently apply to Teck's offices in Calgary, Santiago (excluding QB), Spokane, Toronto and Vancouver. The program has two primary dimensions, both of which can be ad hoc or scheduled arrangements:

- Where we work (e.g., working from home vs. office, also referred to as remote work)

- When we work (e.g., modifying hours in a day, distribution of hours within a work week, also referred to as flexible hours)

Employees and supervisors can mutually agree to certain flexible arrangements, with increasing levels of flexibility requiring escalated approvals, up to and including senior management. Where reasonable, management will seek

to accommodate requests for flexibility to help empower supervisors and employees to determine how, when and where they work. Additionally, Teck offers part-time work to certain employees who want or need to work less than full-time hours, thus providing people with the flexibility to manage their work and lives.

Teck also has other family-friendly programs that vary by location and employee group. They include academic scholarship programs for children and/or dependents of employees and retirees, maternity and parental leave benefits, and an annual Personal Spending Account. Teck's annual Personal Spending Account may be used by employees residing in Canada and their families for sports-related activities and membership, childcare, eldercare, pet care, education and personal development, safety equipment and initiatives, and more.

Maternity and Parental Leave

In Canada, we follow legislated requirements to provide for parental leave to qualifying employees.[27] For salaried employees in Canada, Teck pays the parent who gives birth an amount equal to the difference between 100% of their pre-maternity leave base salary (prorated for part-time) and their approved Employment Insurance Maternity Leave benefit as a top-up premium, up to a maximum period of 19 weeks, based on the Standard Parental Leave period. Employment Insurance (EI) requires a one-week waiting period before the first payment is processed. Teck also provides 17 weeks of paid top-up for our union hourly employees at HVC, as well as for union hourly and union salaried employees at Trail.

In Chile, we follow legislated requirements for maternity and parental leave. We also provide a top-up for the biological mother for 30 weeks, starting with six weeks of prenatal leave (12 weeks, out of the 30 weeks, can be shared by either parent).

In the U.S., we provide 16 weeks of paid recovery leave to the parent who gives birth, immediately following the birth of their child, for all regular employees. Following the 16 weeks recovery leave, the birth parent would be entitled to any existing federal and/or state leave as normal.

[27] Employment Insurance Maternity and Parental Benefits. Government of Canada. 2024.

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MANAGEMENT APPROACH TO SUSTAINABILITY

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To further support employees, we also have lactation pods and wellness rooms to enable chest feeding and pumping at most Teck facilities. Wellness rooms are flexible spaces that allow our employees to take time for lactation, prayer, meditation, virtual medical appointments, and other mental health needs.

Supporting Mental Well-Being at Teck

At Teck, mental health is an important component of our goal of everyone going home safe and healthy every day. Our Employee and Family Assistance Program, which is available globally for all employees and their dependents, provides resources and support to help maintain good mental health and overall wellness. These include free access to mental health professionals for both in-person and virtual counselling for short-term needs; support for stress arising from grief and loss, crisis situations, relationship and family issues, and workplace challenges; nutrition-related services; and services for financial and legal advice. We also provide telehealth services in the U.S., Canada and Chile, where we have most of our employees. In Canada, we also expanded the Teledoc (formerly branded as Best Doctors) program to all employees and their families (including parents and in-laws), which includes its Mental Health Navigator. Users can access these virtual health services to speak with and seek advice from clinicians, including psychologists and psychiatrists, about medical or mental health concerns. This is also supported by increased extended health benefits for clinical counselling. To support our ongoing commitment to mental health and well-being, Teck provides employees with access to Calm, a wellness app.

Non-Discrimination and Anti-Harassment

Teck's Respectful Workplace Policy and Code of Ethics recognize that all employees have a right to work in an environment free from discrimination, sexual harassment, gender-based violence and harassment, bullying and harassment, violence, and retaliation. Furthermore, we expect all employees and contractors to foster a respectful workplace. Discrimination is not acceptable at Teck, and it is not consistent with the shared values

reflected in our Equity, Diversity and Inclusion Policy, our Respectful Workplace Policy, and our Code of Ethics. As part of our commitment to a workplace that is free of harassment and discrimination, we require all employees and contractors to participate in Respectful Workplace Training. We regularly reinforce the training and our respectful workplace through team meetings and safety shares.

Teck respects and appreciates differences in age, ethnicity, Indigenous origin or heritage, physical and mental abilities, beliefs, language, gender, sexual orientation, gender identity or gender expression, education, nationality, social background and culture, or other personal characteristics.

At the same time, we also recognize that systemic racism and other forms of discrimination exist, and that industries and corporations—including Teck—need to do more to improve diversity and representation at all levels. Our commitment is to continue to listen, to learn and to improve. Fighting discrimination is our shared responsibility, and we will continue to work toward greater equity and inclusion in our workplaces and communities.

Gender-Based Violence and Harassment

Our goal is that everyone goes home safe and healthy every day. We recognize we are part of an industry with systemic challenges, and we are not immune to those challenges within Teck. Recognizing our challenges and acting to prevent and address them is a priority.

Teck's Respectful Workplace Policy and Respectful Workplace Standard emphasize the need to speak up when individuals witness or experience prohibited workplace conduct, including gender-based violence and harassment (GBVH). We define GBVH in the Respectful Workplace Standard as sexual harassment, sexual assault, sexual coercion or solicitation, sexual hostility and unwanted sexual attention where such behaviours are committed against someone based on their sex, gender, gender expression, gender identity or perceived gender. Teck works to prevent GBVH through awareness training and safety and security protocols and features at our sites.

Teck's Gender-Based Violence and Harassment Procedure outlines how we will respond to reports of gender-based violence and harassment. The procedure provides guidance on defining and classifying, responding to and investigating cases, and reporting on cases of GBVH, as well as outlines roles and responsibilities. Teck is committed to addressing cases of GBVH with a trauma-informed approach. The Procedure aligns with our Confidential Reporting, Investigations and Remediation Procedure, which governs how matters that require investigation are handled, reported, escalated and resolved within Teck. For high-priority investigations, Teck's Remediation Committee is engaged. The Remediation Committee is made up of the Global Director, Ethics and Compliance; Senior Vice President & General Counsel, or designated VP Legal; Senior Vice President & Chief Human Resources Officer, or designated Senior HR leader; and at least one Senior Vice President of Operations, or designated VP of Operations.

Employee Feedback

Identifying problems or violations of our policies and expectations, and quickly resolving them to prevent them from escalating or recurring, benefits all workers and the workplace environment.

Our employees, contractors and suppliers are required to report any violations, or potential violations, of our Code of Ethics through our *Doing What's Right* program, which includes a whistle-blower hotline and web portal that are managed by an arm's-length third party. The hotline and portal are available 24 hours a day, seven days a week, in all jurisdictions in which we have employees, to provide a confidential and secure means for our employees to report concerns anonymously about conduct that may be contrary to our values and standards. Employees can also report concerns directly to their supervisors, Human Resources department, the Legal department or the Chair of the Audit Committee.

We do not tolerate any form of retaliation against employees raising concerns. All allegations of harassment or intimidation reported through the hotline/web portal and/or in person are investigated. If required, appropriate disciplinary actions are taken, which may include

dismissal. See the Business Conduct section on page 56 for more information on the *Doing What's Right* program.

Teck provides response mechanisms at every operation and project and in every exploration region to specifically ensure that those who want to provide feedback—whether it's a comment, question, concern, complaint or compliment—can do so easily and, if they wish, anonymously. See the Relationships with Communities section on page 34 for more information.

We also regularly seek feedback from our people, including on specific changes and projects. We conduct a biennial Inclusion and Engagement Survey, which serves as a key feedback mechanism for all regular and fixed-term employees. The Employee Engagement Index reflects employee sentiment related to feeling engaged, enabled and energized. We also have interactive and informative sessions with our people; departments and sites have at least a quarterly town hall meeting and all of Teck has a quarterly address from senior leaders. In these sessions, employees can learn about our strategy, direction and key change initiatives. Employees are encouraged to ask questions in the sessions (directly or in an anonymous format), and our leaders respond to questions live or as follow-up. Following the sessions, the recordings are shared via internal communications to ensure all employees can get caught up.

Many of our internal communications channels are also designed for dialogue, engagement and feedback. Our intranet and internal Teams channels feature stories from across the business, recognize individual achievements, and give employees opportunities to understand and ask questions about our direction.

Labour Relations

Mining is a heavily unionized industry, and we aim to develop our relationships with unions and our unionized employees at both the local and national levels. We engage with our unions on a regular basis across our operations.

We fully recognize the rights of employees to freedom of association and to freely join trade unions, and we have embedded the principle in our Sustainability Standards.

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All unionized operations have employee committees with representation from their respective unions. For instance, 100% of locations have an Occupational Health and Safety Committee. Examples of other committees at our operations include the Labour/Management, Training, Apprenticeship, Grievance and Contracting Out committees.

We operate in jurisdictions where there is low risk for interference in employee rights to exercise freedom of association or collective bargaining. Our Collective Bargaining Agreements are publicly available and include information on grievance mechanisms, health and safety, working hours, wages and more. 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.

We ensure that our minimum notice periods meet or exceed those stipulated by applicable employment standards legislation. Minimum notice periods may also be specified in collective agreements. To ensure that harassment against union members does not occur, we have global or site-specific policies along with non-discrimination measures in place that are specific to each collective agreement.

Teck implements measures to inform workers of their union rights. All newly hired bargaining unit employees are advised how to contact their union, oriented to key union rights under their collective agreement, and given a copy of the agreement or advised where to access it and other union-related information.

In addition to the company-wide feedback process and our Respectful Workplace Policy, some sites have specific bullying and harassment policies that provide for a joint investigation when a unionized employee is involved. Applicable human rights and workers' compensation legislation also governs Teck in the areas where we operate.

Post-Closure Transition

In the event of a site closure, Teck will, where feasible, offer affected employees alternate employment at another company location or provide transition services to help displaced workers find suitable alternate employment.

Retention, Training and Development

As we operate in market conditions that require us to enhance productivity, employee engagement remains integral to our business. We focus on enhancing engagement across Teck through a competitive total rewards package, supporting overall employee well-being, collaborative performance review processes, employee development opportunities and labour relations practices.

Employee Remuneration

Teck is committed to providing all employees and contractors with a fair living wage that is above the local minimum wage for all our operations. We monitor the employment market to ensure we maintain a competitive total rewards offering while attracting and retaining the employees needed now and in the future. We conduct a living wage review for all our salaried employees in Canada, the U.S. and Chile, where our operations are located. The review is conducted by comparing the hourly rate of the lowest-paid employee in each jurisdiction to the living wage information available through external data sources.[28] The most recent review found that, overall, Teck provides competitive wages, and that the wages of our lowest-earning employees in Canada, Chile and the U.S. are above the living wage in each of these countries.

Gender pay equity reviews conducted annually since 2017 for our salaried, non-union employees in Canada, Chile and the U.S. have indicated that there are no systematic gender pay equity issues within Teck. To ensure that the analysis was conducted in a rigorous and structured manner, the process was externally reviewed. Long-term incentive plans are available for employees in management level positions, and for some employees who are identified as having high potential for future growth. Eligibility for long-term incentive programs is determined based on factors like the individual's expected duties, responsibilities and future contributions to Teck. See our Management Information Circular for details on our Equity Incentive Plans.

Performance Reviews, Employee Training and Leadership Development

Each year, all regular full-time, active, salaried employees participate in formal performance development and career reviews, which are documented in our People Central system. The process is focused on meaningful conversations between employees and supervisors about performance, development and career in order to drive individual growth and business success. Mid-year and year-end reviews allow both employees and managers to assess their progress and to rate themselves against our Leadership Success Profiles and Purpose and Value statements. Further insights into the performance management program are presented in the following table.

Teck is committed to fostering the continuous development of our people, placing a deliberate emphasis on cultivating leadership development and technical skills. Teck offers a comprehensive array of training opportunities to all employees, encompassing general business education, change management, project management, inclusive leadership, first-aid training, mine rescue, maintenance apprenticeship, equipment operation and confined space protocols, as well as a diverse range of environmental and safety programs. Furthermore, our employees are encouraged to seek additional training programs in accordance with their local educational assistance policies.

Our approach to leadership development is predominantly channeled through four distinct programs: Leading for the Future, Leading for Excellence, Leading Together, and Emerging Leaders. Additionally, we provide access to online training resources through an external provider, promoting the enhancement of skills and knowledge essential for both current and prospective roles. Within Canada, the company sponsors employees seeking to advance their business education pursuits through a Graduate Diploma in Business Administration and an Executive MBA program.

Teck's North America and Latin America regional functions may provide tailored leadership development opportunities. For example, at our Red Dog Operations, the Accelerated Leadership Development Program (ALDP) aims to accelerate the development of selected NANA Shareholders who have been identified as having the potential to advance into leadership roles in order to ultimately increase the number of shareholder employees in more senior-level roles.

Since its inception, the commitment to achieve 100% NANA employment and management at Red Dog Mine has meant that Teck and NANA have had to keep their focus on how best to support shareholders. The goal is to work toward filling 100% of employee roles at Red Dog by shareholders. The ALDP is a vital contributor to building the necessary leadership skills within the shareholder group to facilitate growth towards all employees as shareholders. As of January 1, 2025, there are 71 (30.7%) shareholders in exempt roles.

The NANA Regional Corporation (NANA) is a for-profit Alaska Native Corporation (ANC) formed as a result of the Alaska Native Claims Settlement Act (ANCSA), passed by Congress in 1971. NANA is owned by more than 15,000 Iñupiaq shareholders, or their descendants, who live in or have roots in Northwest Alaska. The NANA region, located largely above the Arctic Circle, encompasses 38,000 square miles and includes 11 communities. NANA owns both the surface and subsurface rights to the Red Dog Mine, which is located within this region.

Evaluation of Training Programs

Our approach to evaluate the efficacy of training programs includes:

- **Methodologies:** We use a combination of quantitative and qualitative methods to assess training effectiveness. This includes pre- and post-training assessments, feedback surveys and performance metrics. A 360-degree feedback survey is one of the tools available to collect anonymous ratings and feedback from peers and leaders.

- **Metrics and Key Performance Indicators (KPIs):** KPIs such as knowledge retention rates, promotion and retention, skills application in the workplace, and employee satisfaction scores are tracked.

[28] Due to data availability, 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_wage_rates; Chile - https://www.globallivingwage.org/living-wage-reference-value-non-metropolitan-urban-chile/.

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Development Programs at Teck

Program	What Is It?	Why Do We Do It?	How Do we Measure Effectiveness?
Performance and Development	Framework through which salaried employees have regular performance, development and career conversations with their supervisors. Goals tracked in People Central are directly linked to goals in annual and five-year business plans. Additionally, our Continuous Performance Management (CPM) tool pilot facilitates agile conversations, offering a dynamic platform for ongoing evaluation. Currently, 400 salaried employees benefit from CPM, leveraging its capabilities for continual goal assessment, activity monitoring, and comprehensive 360-degree feedback loops. This program will expand to all salaried employees throughout the organization in the next year as part of the annual performance process.	To communicate, clarify and align business priorities with individual performance and development expectations, to provide meaningful feedback on job performance, and to contribute to employee development that is aligned with individual career aspirations and business needs.	Analyze results from biennial survey and focus on improvement based on employee feedback.
Leading for the Future (LFF)	A cohort-based program that takes place over nine months, where participants attend three modules. This program is designed for front-line leaders and supervisors across Teck.	Our leadership development programs are crucial to our business growth and to our future success. These programs ensure that our next generation of leaders will be prepared to lead, to live Teck's values and to provide our business with a competitive edge.	Track the number of employees who participate in the programs, with an emphasis on diversity. Through business impact stories, 360° reporting and competency improvement tracking. Teck also tracks retention, movement and promotions of past program participants and their effectiveness as leaders.
Leading for Excellence (LFX)	A cohort-based program that takes place over six months, where participants attend three modules with interim coaching. This program is for employees who are leaders of leaders. At many sites, this translates to Superintendent, Manager or General Supervisor.		
Leading Together	A site-based program for graduates of LFF and LFX. Participants join as either 'coaches' or 'coachees' and collaborate throughout, developing a broad range of competencies intended to enhance performance on-site. Participants apply meaningful collaboration on-site through the practice of a newly added focus: the Innovation Mindset.	To promote self-directed, ongoing leader development, and the transfer of learning back at the site through deliberate practice of specific and measurable shifts in behaviour, supported by a culture of coaching.	
Emerging Leaders	A cohort-based program with five four-day modules that take place over 12 months. Participants are selected based on their future potential; prior to the start of the program, their strengths and development gaps are identified in an assessment centre. After the program, participant development plans are reviewed annually to ensure accelerated development opportunities are identified and implemented.	The program is designed to identify and prepare high-potential leaders for senior leadership roles in Teck.	The success of the program is measured by the number of annual critical experiences, assignments, rotations, transfers and promotions. The ultimate success of the program is the appointment of senior leaders in Teck from this talent pool, rather than external hires.

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- **Follow-Up Processes:** Follow-up evaluations are conducted mid-year and at year-end to ensure that training has a lasting impact. These evaluations include one-on-one interviews with employees and their supervisors to gather insights on the practical application of skills learned.

- **Continuous Improvement:** Feedback from these evaluations is used to refine and improve our training programs. Performance Management & Feedback offers the ability to create activities and achievements tied to performance and development objectives through annual review forms.

Knowledge Transfer and Succession Planning

Every employee has a unique set of experiences, skills and knowledge, which is crucial to retain as employees move into different roles or exit the organization. We conduct reviews of knowledge transfer systems to understand operationally how we are approaching this problem, what systems are in place, how to share best practices and what areas need improvement.

In addition to knowledge transfer, Teck has a robust succession management program, which is purposefully structured to enhance the availability of well-prepared candidates and ensure the continuity of our business. The program comprises two formal processes: succession and development planning in the spring, and a talent review in the fall. During this time, the business assesses and calibrates talent ratings, succession nominations, development actions, and risk impact at various organizational levels.

Our Targets and Commitments

Our sustainability strategy outlines our goals in relation to continuously improving the workplace culture, including equity, diversity and inclusion, at our operations.

Strategic Priority:

- Foster a workplace where everyone is included, valued and equipped for today and the future

Goals:

- Increase the percentage of women working at Teck to 30% by the end of 2030, and advance inclusion and diversity initiatives across the company by 2025.

- Equip our employees for future workplace and leadership needs, including upskilling and reskilling, by investing $200 million in training and skills development programs by the end of 2025

- Expand employee engagement opportunities, including employee-driven community initiatives and a company-wide feedback program, by the end of 2025

For more information on sustainability strategy goals, see the Sustainability Strategy section of our website.

We report on our performance against these indicators and our progress towards our goals related to Our People on an annual basis in our Sustainability Report.

Assurance Related to Managing Our People

Teck implements the bespoke integrated assurance model, which audits internal controls and the effectiveness of the controls. These assurance activities include:

- Internal sustainability assurance audits and mid-term effectiveness reviews conducted at sites by Teck's Sustainability Assurance team

- External assurance by independent third-party assurance providers for relevant regulatory and voluntary membership requirements

Following each of these processes, the applicable management teams use the results to inform future actions and to contribute to Teck's five-year planning process.

Assurance Related to Managing Our People

Type	Organization	Items Reviewed
Internal	Teck (risk-based sustainability audits)	• Adherence to regulatory and permit requirements • Effectiveness of controls based on risk profile • Sustainability Standards
External	International Council on Mining and Metals: Sustainability Report Assurance and Performance Expectations	• Total number of employees, temporary and permanent, working at Teck operations and offices • Total number of women, in temporary and permanent positions, working at Teck operations and offices • Principle 3: Respect human rights and the interests, cultures, customs and values of employees and communities affected by our activities (Performance Expectations 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9)

External	Mining Association of Canada: Towards Sustainable Mining assurance (MAC-TSM)	• TSM Responsible Sourcing Alignment Supplement:
		  – Criteria 10: UN Guiding Principles on Business and Human Rights
		  – Criteria 11: Conflict-Affected and High-Risk Area Due Diligence
		  – Criteria 12: Resettlement
		  – Criteria 13: Security and Human Rights
		  – Criteria 14: Labour Rights
		  – Criteria 16: Remuneration and Terms of Employment
		  – Criteria 17: Diversity and Women in Mining

External	The Copper Mark (Version 1, 2020)	• Risk Readiness Assessment Criteria:
		  – Issue area 3: Business Integrity
		  – Issue area 11: Child Labor
		  – Issue area 12: Forced Labor
		  – Issue area 13: Freedom of Association and Collective Bargaining
		  – Issue area 14: Non-Discrimination and Harassment
		  – Issue area 16: Employment Terms
		  – Issue area 22: Security and Human Rights

OUR APPROACH
TO BUSINESS CONDUCT

GRI Indicators: 2-16, 2-23, 2-24, 2-25, 2-26, 2-27, 2-28, 2-29, 3-3, 205-1, 205-2, 207-1, 207-2, 207-3, 415-1, 14.23.4, 14.23.5, 14.23.6, 14.24.1, 14.24.2

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Which Teck sites does this document apply to?

This section summarizes Teck's management approach to business conduct. This section applies to all Teck-controlled[29] sites, inclusive of contractor activities. This does not include assets in which Teck has/had an ownership interest but does not have operational control.

Business conduct performance information: See our Annual Sustainability Report, available for download on our website.

CONTEXT

Demonstrating ethical behaviour and compliance with applicable laws and regulations is core to our company and essential to continued operations. We recognize that transparency in our business practices is critical for earning trust and maintaining our social licence to operate. Teck operates primarily in Canada, the United States and Chile, which are characterized as relatively stable political and economic environments with robust legal systems. As part of our approach to ethical business practices, we focus on being a collaborative, solutions-based partner with governments in the jurisdictions where we operate. We regularly engage with governments on public policy initiatives that are primarily focused on maintaining and enhancing the competitiveness of our industry and its social, environmental and economic sustainability.

GOVERNANCE AND ACCOUNTABILITY

Accountability and Resourcing

Having robust corporate governance is a priority for the Board of Directors and the senior management team. Sound governance puts structures and systems in place to ensure that Teck is well managed, and to protect the interests of the company, our investors and other stakeholders. The Corporate Governance and Nominating

Committee, supported by the Executive Vice President and Chief Legal and Sustainability Officer, regularly reviews and updates our governance practices according to best practices for Canadian companies.

The following senior leaders at the corporate level are involved in implementing the management of business conduct:

• The Executive Vice President (EVP) and Chief Legal and Sustainability Officer (CLSO) reports directly to the President and Chief Executive Officer (CEO) and is responsible for protecting the company's legal interests, ensuring compliance with laws, regulations and ethical standards, mitigating risks, guiding and implementing strategies to maintain and strengthen Teck's community and Indigenous relationships, and driving sustainability initiatives

• The EVP and Chief Strategy Officer reports directly to the President and CEO and oversees all of Teck's public policy initiatives and government engagement

• The Vice President, Tax and Treasury reports regularly to the EVP and Chief Financial Officer (CFO) and annually to the Audit Committee of Teck's Board of Directors on Teck's Tax Policy

• The Vice President, Communications and Government Affairs reports to the EVP and Chief Strategy Officer, and owns the political contributions policy and leads activities related to implementing this policy

Every employee, officer and director of Teck is also responsible for adhering to our Code of Ethics.

Policies and Standards

Teck's Code of Ethics, Code of Sustainable Conduct and internal Political Contributions Policy set out our intentions and commitments for conducting our business in an ethical manner. Our Anti-Bribery and Corruption Compliance Policy and Interpretation Guide supplements the Code of Ethics and reinforces Teck's commitment to prevent corruption in all its forms.

Our Tax Policy commits us to be compliant, transparent, cooperative and ethical in all tax matters.

Our Board of Directors is responsible for the oversight of our Code of Ethics. See additional Teck public policies on our website.

Memberships, Partnerships and External Commitments

Teck works with numerous local, national and international organizations and programs to support ethical business conduct:

• International Council on Mining and Metals (ICMM): A global industry association that represents leading international mining and metals companies who are required to implement the ICMM Principles, the Position Statements and the Performance Expectations, which include criteria related to ethical business.

• Mining Association of Canada (MAC)—Towards Sustainable Mining (TSM): A Canadian industry association that promotes the development of the country's mining and mineral processing industry, works with governments on policies applicable to the sector, and promotes the value that mining brings to the economy and the daily life of Canadians while operating responsibly using the Towards Sustainable Mining Protocols.

• The Copper Mark (including multi-metals Zinc Mark and Molybdenum Mark): A multi-metals assurance framework developed by the International Copper Association to promote responsible practices and to demonstrate the transition minerals industry's contribution to the United Nations Sustainable Development Goals. The Copper Mark includes criteria related to business integrity and business relationships.

• Extractive Industries Transparency Initiative (EITI):[30] Aims to strengthen governance by improving transparency and accountability in the extractives sector. We engage in the EITI through our ICMM partnership.

• Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises: Includes voluntary principles and standards for responsible business conduct that address a variety of issues, including employment and industrial relations,

human rights, environment, information disclosure, combating bribery, consumer interests, science and technology, competition and taxation.

• World Economic Forum (WEF): An international institution committed to improving the state of the world through public-private cooperation; WEF engages political, business, academic and other leaders of society in collaborative efforts to shape global, regional and industry agendas in line with sustainability objectives.

• United Nations Global Compact (UNGC): Provides a framework for businesses committed to aligning their operations and strategies with 10 principles spanning human rights, labour, the environment and anti-corruption.

See a full list of Teck's memberships and partnerships on our website.

APPROACH TO MANAGING BUSINESS CONDUCT

We conduct our business activities in an honest and ethical manner. We expect our employees and contractors to deal with everyone in a fair and open manner and to conform to the spirit and intent, as well as the technical requirements, of all contracts and agreements that we enter into, and with all laws, regulations and rules that govern us.

Doing What's Right Program

Doing What's Right is our program designed to maintain an ethical and safe workplace and uphold the moral and ethical principles within our Code of Ethics. It also specifies the basic norms and behaviours for those conducting business on our behalf. Our *Doing What's Right* program is supported by additional ethics-related policies and procedures, including:

• Anti-Bribery and Corruption Compliance Policy and Interpretation Guide

• Code of Sustainable Conduct

• Competition Law Compliance Policy (internal)

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[29] Teck-controlled refers to situations where Teck has the ability to exert decision-making authority over an activity or location.

[30] Teck holds a 22.5% ownership in the Antamina copper and zinc mine in Peru through a non-controlled joint venture, and Peru is an EITI-implementing country. For more information on Antamina, please visit their website.

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- Corporate Disclosure Policy (internal)
- *Doing What's Right* Program Procedure (internal)
- Employee Trading Policy (internal)
- Teck's Expectations for Suppliers and Contractors
- Respectful Workplace Policy
- Confidential Reporting, Investigations and Remediation Procedure (internal)

All non-union, non-hourly employees are required to certify compliance with our Code of Ethics annually, and to report any potential infractions. Every year, these employees undertake a web-based compliance and ethics training program to refresh and enhance awareness of the Code of Ethics, including issues such as conflicts of interest, and harassment.

Our employees, contractors and suppliers are required to report any violations, or potential violations, of our Code of Ethics through our *Doing What's Right* program, which includes a whistle-blower hotline and web portal that are managed by a third party. The hotline and portal are available 24 hours a day, seven days a week, in the languages of all jurisdictions in which we have employees. They provide a confidential and secure means for our employees, contractors and suppliers to anonymously report concerns about conduct that may be contrary to our values and standards. See our Code of Ethics for more details.

Teck investigates and reports on all of the complaints that are delivered through the whistle-blower hotline, and material allegations are raised immediately to the attention of the EVP and CLSO, the Vice President, Assurance and Advisory and, in certain cases, the EVP and CFO, the President and CEO, and the Chair of the Audit Committee. The outcome of each report is tracked within the third-party database. The Audit Committee receives quarterly reports on complaints raised through the whistle-blower hotline and the way in which those complaints are investigated and resolved. The Audit Committee regularly follows up on reports of complaints raised, including how complaints are resolved or what measures are taken in response to confirmed violations of the Code of Ethics.

We do not tolerate any form of retaliation against employees raising concerns. All allegations of harassment or intimidation by others as a result of contacting the hotline/web portal are investigated and, if required, appropriate disciplinary actions, which can include dismissal, are taken.

Anti-Bribery and Corruption

Teck's Anti-Bribery and Corruption Compliance Policy and Interpretation Guide supplements the Code of Ethics and reinforces our commitment to work against bribery in all its forms, including corrupt payments to public officials as well as commercial bribery such as kickbacks and bid rigging. Although anti-bribery laws may vary in their scope and severity, Teck's policy is to comply with the strictest requirements. There is no exception to this policy, and it applies to anyone acting for, or on behalf of, Teck or any of its subsidiaries and associated companies worldwide.

Our anti-corruption compliance program focuses on higher risk activities, including:

- Working in countries with a high risk of corruption
- Sales to state-owned enterprises
- Engaging third parties to interact with public officials on behalf of Teck
- The extension of hospitality to public officials (including representatives of Indigenous communities and governments)

The program provides specific guidance and training to mitigate the risks of such activities, including:

- Screening and monitoring of vendors and service providers
- Obtaining pre-clearance for the provision of gifts or hospitality to public officials in most circumstances
- Assessing proposed community investments and donations for any appearance of impropriety

Our internal audit of the anti-corruption program at specific sites provides a periodic assessment of the implementation and effectiveness of the program at such sites and provides feedback for continuous improvement.

Charitable Donations and Indigenous Participation Funding Guidelines

All charitable donations, sponsorships and community investments must comply with Teck's Anti-Bribery and Corruption Compliance Policy and Interpretation Guide and follow Teck's charitable donations and community investment guidelines, which prohibit donations that would improperly benefit a public official or other individuals.

Our Indigenous Participation Funding Guidelines provide guidance on payments made to Indigenous Peoples for participating in Teck-related activities, such as regulatory assessment and approval processes. It is not illegal for a company to provide these types of payments to Indigenous Peoples so long as (1) the provision of the payments is not made corruptly to assist the company in obtaining or retaining business, and (2) the provision of the payments is not prohibited by the applicable country or local laws.

Anti-Corruption Training

All directors, officers and employees at Teck have access to our Anti-Bribery and Corruption Compliance Policy and Interpretation Guide and are expected to be familiar with its contents. Teck's anti-bribery and corruption commitments are also communicated to Teck's third-party business partners at the outset of the business relationship.

We provide anti-corruption training to employees who may be exposed to corruption risks due to the nature and location of their work. For example, employees who work with public officials or who could potentially have contact with public officials are required to complete an anti-corruption training program. Employee anti-corruption training is conducted every year. Third-party service providers—agents and consultants who represent Teck to public officials—are asked to complete our Third-Party Anti-Corruption questionnaire and, if it is deemed necessary, to also complete our anti-corruption training program.

Conflicts of Interest

Our Code of Ethics contains provisions regarding conflicts of interest for employees. As a Canadian company, we are subject to the *Canada Business Corporations Act*, which requires directors to disclose any material interest in a transaction or opportunity that the company is considering or any potential conflict of interest. To ensure the exercise of independent judgment, directors who have disclosed such an interest are prohibited from participating in the Board discussion or voting on the transaction. Directors are asked to disclose any potential conflicts of interest at the beginning of each Board meeting. For more information, see Teck's Management Information Circular.

Anti-Competitive Practices

Our Code of Ethics outlines our approach to fair business dealings and anti-competitive practices. Teck promotes fair competition and requires its employees to avoid all actions that could be construed as being anti-competitive. Employees must refrain from disparaging competitors or their products and should not improperly seek competitors' trade secrets or other confidential information, nor take improper or unlawful advantage of others in their business dealings. Teck's internal audit department reports to the Audit Committee on a quarterly basis on cases of identified fraud.

Public Policy Initiatives

Teck focuses on being collaborative and transparent, with a solutions-based approach in our engagements with public officials. We take a systematic approach to monitoring and identifying political, legislative and regulatory developments to address public policy opportunities and risks in areas pertaining to our business.

As outlined in our internal Political Contributions Policy, Teck does not make use of corporate resources, including funds, goods, property or services, for the purpose of contributing to a political party, a campaign for elected office, a nomination process for a political party, a local political constituency and/or any individual candidate seeking election at any level of government. This includes a prohibition on providing sponsorships, prize donations or purchasing tickets for events such as dinners, speaking engagements or golf tournaments where such funds constitute in full, or in part, a political donation.

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Teck does not make use of corporate resources for the purpose of supporting referendums, ballot measures, popular initiatives and/or voter or citizen initiatives unless prior written approval is granted by the most senior officer responsible for external affairs and the most senior officer responsible for legal matters. If a decision is made to support any initiative that is directly relevant to Teck's business, details of that support, including any amount of financial support, will be fully disclosed.

Teck's Government and Regulatory Affairs professionals engage with public officials directly through written advocacy letters and submissions, roundtable and bilateral meetings, and by other means. In some jurisdictions, Teck also seeks and retains support from knowledgeable experts to augment corporate and local in-house professionals.

We also engage with public officials directly and indirectly through various business and industry associations. We report on our advocacy efforts in an open and transparent manner, conforming to all lobbying laws and requirements, including publicly reporting on our activities via applicable lobbyist registries in jurisdictions where we undertake such advocacy efforts. We regularly review and, if necessary, update our compliance requirements for all corporate and site-based employees who interact with public officials.

Teck reviews its memberships to ensure alignment with its values and principles, community involvement and advocacy. There can be a wide range of views within the membership of each association and, as members, we may not always agree with every position or approach. This is especially the case when the association's membership is large and the mandate is broad, covering a wide range of issues. This diversity of perspectives creates a rich and full debate. When disagreement arises, Teck may provide greater clarity on our own positions and activities with policy-makers, work with the association to understand alternative points of view and to seek common ground for progress, consider our ability to influence the policies or perspectives of the organization or, ultimately, consider whether to continue participating in the association.

How We Evaluate Effectiveness

Teck evaluates the effectiveness of our engagement by identifying where our advocacy has resulted in outcomes that support our objectives and those of the broader mining industry. For example, successful outcomes include, but are not limited to, results that:

- Support our sustainability objectives, including improved environmental, social and economic performance/outcomes, and improved outcomes for Indigenous Peoples and the communities where we operate

- Support identified cost-competitiveness challenges in jurisdictions where we operate

- Streamline processes and reduce the administrative burden to lower transaction costs while maintaining or enhancing environmental, social and economic performance

Payment Transparency

Each year, Teck reports on payments to governments in our principal operating countries, including taxes and other payment types, by country and on a project-by-project basis, as required under the Canadian *Extractive Sector Transparency Measures Act* (ESTMA). Our Economic Contribution Report is our annual independent report of payments to governments and other economic contributions. It complements and enhances our report under ESTMA. To learn more, see the Economic Contributions page on our website.

Our Tax Policy commits us to be compliant, transparent, cooperative and ethical in all tax matters. We undertake tax planning in full compliance with applicable laws and tax policy in relation to matters that arise in the ordinary course of Teck's business. We do not engage in tax planning that relies on the nondisclosure of activity or ownership in tax havens or secrecy jurisdictions. We seek to build open and trusting relationships with the tax authorities in all jurisdictions in which we operate. We engage constructively in national and international dialogue with governments, business groups and civil society to support the development of effective tax systems, legislation and administration. See our Tax Policy for more details.

Cybersecurity

Teck mitigates cyber risk through the management and governance of digital technology and security safeguards for data privacy. The Audit Committee of our Board of Directors has explicit oversight for data privacy and cybersecurity-related matters under its charter. The Audit Committee receives regular briefings on Teck's cybersecurity program, including details of key threats, risk management activities, vendor and supply chain monitoring, and internal training and awareness programs.

Teck's EVP and CFO is the executive management team member responsible for overseeing cybersecurity within the company. Our Vice President and Chief Information Officer (CIO) reports to the EVP and CFO, and is accountable for all digital systems across Teck, including collaboration communications, cybersecurity, digital applications, digital infrastructure and operations. The Director, Cyber Security and Chief Information Security Officer (CISO) reports to the CIO and is responsible for developing and enacting the cyber risk strategy, oversight of cybersecurity protections, and operation of the cyber defence centre at Teck.

We have a strategic partnership with cybersecurity experts at Mandiant, a subsidiary of Google. This collaboration allows Teck to apply best-in-class threat intelligence and security practices, enabling Teck to promptly detect and respond to any pertinent industry-related security developments.

As cybersecurity attacks become more sophisticated, we may incur significant costs to upgrade or enhance our security measures or to mitigate potential harm. Our exposure to these risks is expected to increase as we take steps to further integrate information technology in our operations through the adoption of technologies such as autonomous haulage and process control automation. Our risk-based cybersecurity strategy is supported by the Cybersecurity Framework (CSF) from the National Institute of Standards and Technology (NIST). Effective management and governance of cyber risk in a world of increasing cyberthreats are fundamental to the long-term sustainability of our company.

Our approach to cybersecurity, consistent with the NIST CSF, has six components:

- Govern well: How we establish, communicate and monitor the cybersecurity risk management strategy, expectations and policy

- Identify risks: How we understand our current cybersecurity risks across data, hardware, software, systems, facilities, services, people and suppliers

- Protect assets: How we use safeguards to manage our cybersecurity risks and lower the likelihood of adverse events

- Detect threats: How we find and analyze possible cybersecurity attacks and compromises

- Respond quickly: How we take appropriate actions regarding detected cybersecurity incidents

- Recover safely: How we restore assets and operations affected by cybersecurity incidents

Employee Engagement on Cybersecurity

All individuals granted access to the Teck digital systems, including guests, consultants, contractors, temporary employees and third-party service suppliers, are required to sign off and comply with our Acceptable Cyber Use Standard. Additionally, employees are required to complete cybersecurity awareness training during onboarding and to acknowledge acceptance of the Standard throughout their time at Teck. Role-specific training related to systems administration or data privacy is available for those performing more sensitive work. We also run a program of simulated phishing and reporting to help sensitize employees to the risks and impacts of operating in cyberspace.

See the Business Conduct chapter of our Sustainability Report for more details on cybersecurity.

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Our Targets and Commitments

In order to verify the effective management of our business conduct risks, the following section discusses our assurance processes related to business conduct. Following each of these types of assurance, applicable management teams use the results to inform future actions, close gaps, and define resource allocation and actions for Teck's five-year planning process.

We report on our performance related to business conduct on an annual basis in our Sustainability Report.

Assurance Related to Business Conduct

Teck implements the bespoke integrated assurance model, which audits internal controls and the effectiveness of the controls. These assurance activities include:

- Internal sustainability assurance audits and mid-term effectiveness reviews conducted at sites by Teck's Sustainability Assurance team
- External assurance by independent third-party assurance providers for relevant regulatory and voluntary membership requirements

Following each of these processes, applicable management teams use the results to inform future actions and to contribute to Teck's five-year planning process.

Internal Audits Related to Business Conduct

All operations and business activities are assessed for risks related to corruption, and internal audits are conducted on a periodic basis to assess compliance with the Anti-Bribery and Corruption Compliance Policy and Interpretation Guide. Annually, our internal audit department evaluates the effectiveness of our system of internal control over financial reporting (ICFR). This includes a consideration of the company's vulnerability to fraud as well as an evaluation of the design and operating effectiveness of those internal controls intended to prevent and/or detect fraudulent activities at a significant level.

We use an online system operated by a third party to screen consultants, agents or intermediaries who may have contact with a public official on behalf of Teck, for prior reports of corrupt activity, and to ensure that these parties are aware of and agree to abide by Teck's policies. This enables Teck to conclude with reasonable assurance that the service providers understand and will fully abide by applicable anti-corruption laws and Teck policies.

We report on our performance in public policy initiatives, business ethics, payment transparency, ethics compliance and anti-corruption practices on an annual basis in our Sustainability Report.

External Assurance Related to Business Conduct

Type	Organization	Items Reviewed
External	International Council on Mining and Metals	Principle 1: Apply ethical business practices and sound systems of corporate governance and transparency to support sustainable development (Performance Expectations 1.1, 1.2, 1.3, 1.4, 1.5)
External	Mining Association of Canada: Towards Sustainable Mining	TSM Responsible Sourcing Alignment Supplement: • Criteria 1: Legal Compliance • Criteria 2: Code of Conduct • Criteria 3: Combating Bribery and Corruption • Criteria 4: Political Contributions • Criteria 5: Transparency of Taxes, Ownership and Transfer Pricing • Criteria 6: Accountabilities and Reporting
External	The Copper Mark (Version 1, 2020)	Risk Readiness Assessment Criteria: • Issue area 1: Legal Compliance • Issue area 2: Business Integrity • Issue area 4: Business Relationships

OUR APPROACH
TO BIODIVERSITY

GRI Indicators: 2-23, 2-24, 2-28, 2-29, 304-1, 304-2, 304-3, 304-4, 14.4.1, 14.4.2, 14.4.3, 14.4.5

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Which Teck sites does this document apply to?

This section summarizes our approach to managing biodiversity.[31] This section applies to all Teck-controlled[32] sites, inclusive of contractor activities. This does not include operations in which Teck has/had an ownership interest but does not have operational control.

Biodiversity performance information: See our Annual Sustainability Report, available for download on our website.

CONTEXT

Our operations are adjacent to or within areas of high biodiversity value,[33] including temperate and arctic areas, forests and deserts. Effectively managing biodiversity is a part of our commitment to responsible resource development, is integral to meeting regulatory requirements and helps maintain community support for our activities.

We recognize that our activities have the potential to impact biodiversity and to alter ecosystems, which can affect individual species as well as the provision of critical ecosystem services that communities rely on. Indigenous Peoples in many areas also rely on the land to maintain traditional ways of life.

We work collaboratively with stakeholders and Indigenous Peoples to develop integrated approaches to land use and to operate in a manner that seeks to avoid, minimize and mitigate our impacts. Through progressive and final closure, we can replace much of the structural and compositional diversity of the natural habitats that existed before we developed our mines. See the Mine Closure section on page 65 for more details on our approach to mine closure.

GOVERNANCE AND ACCOUNTABILITY

Accountability and Resourcing

The Board of Directors, through its Safety and Sustainability Committee, oversees health, safety, environment and community policies, systems, performance and auditing, including Teck's sustainability-related standards (Sustainability Standards). The Standards include specific guidance on biodiversity.

The following senior leaders at the corporate level are involved in implementing the management of biodiversity:

• The Executive Vice President (EVP) and Chief Legal and Sustainability Officer (CLSO) reports directly to the President and Chief Executive Officer (CEO) and is responsible for protecting the company's legal interests, ensuring compliance with laws, regulations and ethical standards, mitigating risks, guiding and implementing strategies to maintain and strengthen Teck's community and Indigenous relationships, and driving sustainability initiatives

• The EVP and Chief Operating Officer, who reports directly to the President and CEO, is responsible for driving safety, operational excellence and asset optimization at Teck's operations across the North American and Latin American regional business units

• The Chief Sustainability Officer (CSO) reports to the EVP and CLSO and is responsible for guiding strategy and establishing governance and standards to drive enterprise sustainability performance, community and Indigenous affairs, environment and permitting

• The Vice President, Environment reports to the CSO and oversees compliance with environmental standards for projects, operations and our legacy properties, and regularly reviews environmental performance risks and strategic issues

• The Head of Nature and Closure is responsible for leading our approach to biodiversity

At each of our operations, we have a designated team leading Teck's work in managing biodiversity. These employees are responsible for monitoring biodiversity-related activities and using the results to inform and implement improved stewardship practices. See the Responsible Business section on page 3 for more details on our sustainability governance structure.

Policies and Standards

Our Code of Sustainable Conduct describes how we will integrate biodiversity considerations through all stages of business and production activities. It also outlines our commitment to continually improve our environmental practices and ensure they are fully integrated into each of our activities.

Teck's Sustainability Standards outline the framework for the identification and effective management of sustainability risks and opportunities, including those related to biodiversity, and define a process for continual improvement.

Memberships, Partnerships and External Commitments

We work with various local, national and international organizations and programs to support biodiversity:

• **International Council on Mining and Metals (ICMM):** A global industry association that represents leading international mining and metals companies who are required to implement the ICMM Principles, the Position Statements and the Performance Expectations, which include criteria related to the conservation of biodiversity.

• **Mining Association of Canada (MAC)—Towards Sustainable Mining (TSM):** A Canadian industry association that promotes the development of the country's mining and mineral processing industry, works with governments on policies applicable to the sector, and promotes the value that mining brings to the economy and the daily life of Canadians while operating responsibly using the Towards Sustainable Mining Protocols including the Biodiversity Conservation Management Protocol.

• **The Copper Mark (including multi-metals Zinc Mark and The Molybdenum Mark):** A multi-metals assurance framework developed by the International Copper Association to promote responsible practices and to demonstrate the contribution of the transition minerals industry to the United Nations Sustainable Development Goals. The Copper Mark includes criteria related to biodiversity and protected areas.

• **International Organization for Standardization (ISO) 14001:** An international standard that specifies the requirements for an environmental management system that organizations use to manage environmental responsibilities in a systematic way to enhance environmental performance.

• **The Proteus Partnership:** A cross-sector collaboration between the United Nations Environment Programme World Conservation Monitoring Centre (UNEP-WCMC) and multinationals in high-priority sectors to advance best practice approaches to biodiversity management, address common challenges and harness common opportunities. Our partnership includes provision of technical services on biodiversity topics by UNEP-WCMC on an annual basis. Recently reviewed topics included the biodiversity metrics used to measure our impacts on nature, and collaboration on value chain action on biodiversity.

• **World Economic Forum Champions for Nature:** A community of leaders using their experience and ambitions to pave the way to a net-zero, nature positive global economy by 2030. This community gathers champions from the public and private sectors, civil society and academia, and was co-chaired in 2022–24 by Teck President and CEO Jonathan Price.

• **Nature Conservancy of Canada:** Our partnership with this leading national land conservation organization includes collaboration on conservation projects, along with financial support from time to time.

• **BC Parks Foundation:** Teck supports the BC Parks Foundation's Wildlife Forever, Healthy By Nature and Discover Parks programs.

• **Fondo Naturaleza Chile:** Teck is partnering with the Chile Nature Fund to support the conservation of Chile's natural heritage.

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[31] Biodiversity: The variability among living organisms from all sources, including terrestrial, marine and other aquatic ecosystems and the ecological complexes that they are a part of; this includes diversity within species, between species and within ecosystems.

[32] Teck-controlled refers to situations where Teck has the ability to exert decision-making authority over an activity or location.

[33] High biodiversity value areas have features that provide essential ecosystems relied on by humans and animals, and they have an abundance of rare, vulnerable or endemic species and/or large areas of relatively intact natural habitat.

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APPROACH TO MANAGING BIODIVERSITY

Contributing to a Nature Positive Future

Nature loss is a severe global challenge. As a resource company, we want to do more than just mitigate our own impacts—we want to contribute to halting and reversing nature loss. That is why we've set a goal to contribute to a nature positive future. This means that, by 2030, our conservation, protection and restoration of land and biodiversity will exceed the disturbance caused by our mining activities from a 2020 baseline. This builds on our strategic priority to work towards securing a net positive impact on biodiversity at our operations from a pre-mining baseline. To do so, we intend to take action in three focus areas:

1. Create a culture of nature positive decision-making at Teck that is guided by science and Indigenous knowledge, including evaluating the biodiversity impacts of our actions and our dependencies on nature, assessing material risks and opportunities, and avoiding and reducing our direct negative impacts on nature where possible as part of our planning and execution (see the Respecting Protected and High Biodiversity Value Areas section).

2. Mitigate our residual negative impacts on nature to achieve a net positive impact on biodiversity at each of our operations (see the Achieving a Net Positive Impact section). Among other measures, this means we will:

- Progressively rehabilitate our impacts and accelerate work to plan and progress rehabilitation for all eligible land impacted by mining at our operations by 2030

- Seek to improve rehabilitation success and cost-effectiveness through targeted research and development

- Act on a landscape scale in the regions where we operate through ecosystem restoration and conservation projects on ecologically and culturally significant lands aligned with the priorities of, and in partnership with, local communities, Indigenous Peoples and others, at a minimum conserving or rehabilitating at

least three hectares for every one hectare affected by our mining activities since 2020

3. Seek to catalyze nature positive transformation across our value chains and the global systems of which we are part. Among other measures, this means we will dedicate 25% of our community investment to nature, and we will form partnerships with our suppliers, customers, Indigenous groups, governments, non-profits and others to halt and reverse nature loss, including by building capacity, sharing learning and advocating for private sector action.

Recognizing the global imperative to halt and reverse nature loss by 2030 and the critical role that natural climate solutions can play in mitigating climate change, our nature positive goal also supports Teck's net-zero climate strategy and its contribution to the United Nations Sustainable Development Goals.

Respecting Protected and High Biodiversity Value Areas

Protected areas include those protected by national or regional law or designated by international organizations, including United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage sites and International Union for Conservation of Nature (IUCN) category Ia, Ib, II, III or IV protected areas. High biodiversity value areas have features that provide essential ecosystems that are relied on by humans and animals, and they have an abundance of rare, vulnerable or endemic species and/or large areas of relatively intact natural habitat.

As a member of the ICMM, we have committed to not explore or develop in UNESCO World Heritage sites. Currently, none of our operations or projects are located within areas protected by UNESCO or recognized by IUCN. The road between Red Dog Operations and the port facility, which is owned by the state-owned Alaska Industrial Development and Export Authority, passes through the Cape Krusenstern National Monument, an IUCN category V protected area.

We have identified protected areas, areas of high biodiversity value and species at risk[34] that occur within

50 kilometres of our operations and major development projects. We use this information as important inputs during the development, implementation and monitoring of biodiversity management plans for each operation. Our strategy places a high priority on addressing potential impacts on critical habitat for species at risk. A summary of the results of the proximity analysis, including those prioritized by international conservation initiatives, can be found in the Biodiversity section of our Sustainability Databook.

Managing Incidents Related to Biodiversity

Teck defines an incident as an "undesirable event arising from company activities that is both unplanned and uncontrolled, regardless of the severity of consequences". Company-wide criteria have been established for sites to identify, report and evaluate the severity of consequences, with respect to community incidents. Sites are expected to follow up on all incidents identified to understand the impacts and implement corrective actions wherever possible, with more significant incidents potentially subject to root cause investigation. We report any significant incidents[35] related to biodiversity in our Sustainability Report.

Managing Employee and Community Feedback

Teck provides response mechanisms at every operation and project and in every exploration region to specifically ensure that those who want to provide feedback on our business practices—whether it's a comment, question, concern, complaint or compliment—are able to do so easily and, if they wish, anonymously. See the Relationships with Communities section on page 34 for more details on how we manage community feedback and grievances.

Doing What's Right is our program designed to maintain an ethical and safe workplace and uphold the moral and ethical principles within our Code of Ethics. It also specifies the basic norms and behaviours for those conducting business on our behalf. See the Business Conduct section on page 56 for more details on this program.

Achieving a Net Positive Impact

Our nature positive vision includes securing a net positive impact (NPI)[36] on biodiversity in areas affected by our activities. This encompasses our commitment to secure no net conversion of natural habitat, including no net deforestation, at our sites by 2030 (from a 2020 baseline).

Biodiversity Management Plans

We currently have biodiversity management plans at each of our operations that set out how NPI can be achieved by following the biodiversity mitigation hierarchy (avoid, minimize, rehabilitate, offset). These plans are reviewed internally and updated as needed annually.

Biodiversity management plans:

- Identify ecosystems and biodiversity elements (EBEs) in the site's footprint and in its area of influence at the time development commenced, at 2020, and at present, including terrestrial, freshwater and marine habitats and ecosystems; critical landscape functions; highly valued or threatened populations and species of plants and animals; and ecosystem services.

- Assess impacts that the site and its activities pose to the extent and condition of these EBEs. We quantify the magnitude of impacts against established baselines using metrics, models and tools that reflect viability or function as appropriate to the EBE for which they are designed. The Integrated Biodiversity Assessment Tool (IBAT) is one example of a methodology we use.

  – We use established classification systems to delineate different types of ecosystems. We then measure the extent of ecosystems with conventional units such as hectares, and we measure their condition by comparing their similarity to benchmarks in undisturbed locations. We also measure the suitability of the habitats for wildlife that these ecosystems provide, based on ecological variables that are important for the species in question. In some cases, we may also directly monitor the number of individuals in a species.

- Perform a risk assessment on the identified environmental impacts

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[34] IUCN Red List Species and National Conservation List Species.

[35] Teck uses a risk management consequence matrix to determine incident severity, which includes environmental, safety, community, reputational, legal and financial aspects. "Significant incidents" includes incidents assessed as Level 3, Level 4, Level 5 or Level 6 based on our risk matrix and guidance.

[36] Net Positive Impact (NPI) on Biodiversity: Where biodiversity gains realized through mitigation activities exceed biodiversity losses from the impacts of operations.

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• Design mitigations to achieve NPI that:

  – Comply with applicable regulatory requirements

  – Wherever possible, avoid impacts on EBEs, particularly those to which the site poses high or extreme risks; in some cases, this may require significant changes in our plans in order to protect critical areas

  – At all times, minimize impacts that are unavoidable, adopting best practices in mine operations risk mitigation and management actions to reduce any high or extreme risks to the viability of EBEs to low or medium levels

– Implement appropriate rehabilitation practices on a progressive basis to enable a self-sustaining trajectory to restore, to the extent practicable, the ecological structure, composition and function that existed at the time development commenced for the site. The practices incorporate consideration of resilience to climate change where possible. For EBEs assessed at lower risk, we may rehabilitate to higher conservation value ecosystems if higher conservation value is demonstrated by a scientifically credible framework for determining the conservation status of an ecosystem and supported by local Indigenous Peoples and other communities of interest. We

develop and implement rehabilitation monitoring programs that support adaptive management, including milestones and corrective actions.

– For areas where it may not be possible to replace all of the EBEs that our sites impact, or where our impacts need to be mitigated before rehabilitation is possible, we seek to implement biodiversity offsets. The design and implementation of offsets draw on international and national best practices, including demonstrating quantifiable additionality,[37] being located as close to the site as possible, and benefiting the relevant EBEs. Offsets that would achieve significantly greater gains for biodiversity at a location distant from the site, or for a higher priority EBE, may be considered if higher conservation value is demonstrated by a scientifically credible framework for determining the conservation status of an EBE and supported by local Indigenous Peoples and other communities of interest. We seek to obtain legal protection of biodiversity offsets or equivalent permanence, and commit to or secure adequate and permanent funding for the management of offsets. We develop and implement offset monitoring programs that support verification and adaptive management, including milestones and corrective actions.

• Set performance thresholds for mitigation and specify adaptive management responses to adjust our actions based on ongoing monitoring and research

Environmental Assessments

Typical environmental assessments for new mines or mine extensions are similar to our biodiversity management plans, in which the EBEs relevant to a project or operation are identified, the impacts and risks on these EBEs are assessed, and a mitigation plan is developed that will reduce the project's net impacts to a targeted level.

Despite the similarities, our biodiversity management plans are typically more expansive than the scope of an environmental assessment for the same site. Additionally, while the goal of most environmental assessments is to minimize the residual impacts on biodiversity to an acceptable level, Teck's goal across all sites is to achieve NPI, as described above.

Rehabilitation Excellence

Our rehabilitation activities include the development of diverse ecosystems. This is supported by monitoring, such as annual wildlife surveys, documentation of wildlife using trail cameras and environmental DNA (eDNA), and the development of tracking databases to record sightings of rare and unusual wildlife. Not all monitoring methods noted are in place at all locations.

We implement leading rehabilitation practices through ongoing research and maintain an internal community of practice to share this knowledge across our operations.

Our Targets and Commitments

Teck's sustainability strategy guides our long-term approach and goals related to biodiversity throughout the organization. Our current sustainability strategy was updated in 2020.

We've set a goal to contribute to a nature positive future by 2030 and are working to achieve this through conserving or rehabilitating at least three hectares for every one hectare affected by our mining activities.

Strategic Priority:

• Work towards securing a net positive impact on biodiversity

Goals:

• By the end of 2025, all operating sites have and are implementing plans to secure a net positive impact
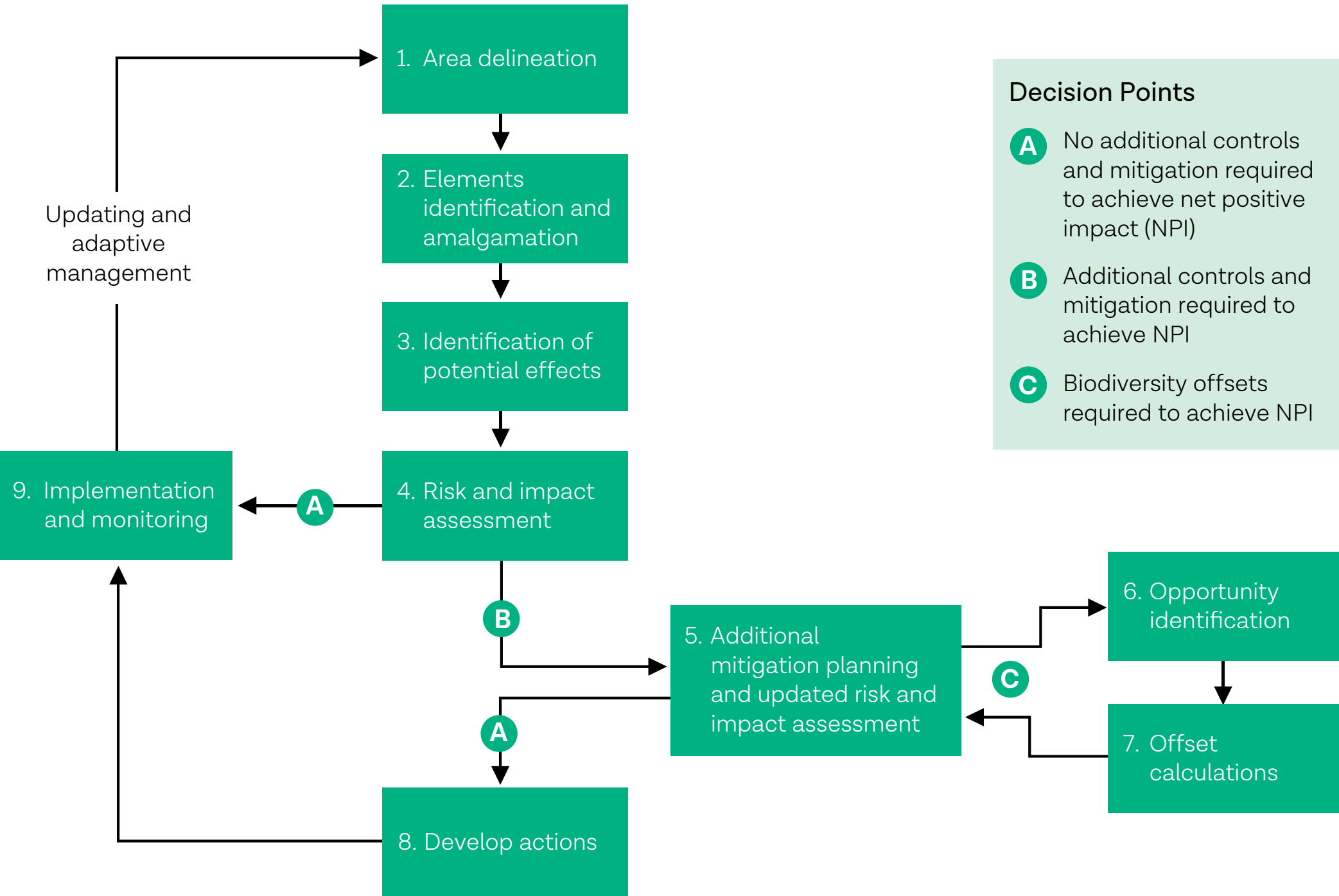
• By the end of 2030, contribute to a nature positive future by:

  – Working to achieve NPI compared to a 2020 baseline for all sites

  – Accelerating our pace of rehabilitation to ensure it is in progress for all eligible land impacted by mining at our operations

• By completion of site closure, work towards achieving NPI compared to baselines at the time development commenced for our operations and any sites in active closure[38]

Teck's Approach to Developing Biodiversity Management Plans

Updating and adaptive management

1. Area delineation

2. Elements identification and amalgamation

3. Identification of potential effects

4. Risk and impact assessment

5. Additional mitigation planning and updated risk and impact assessment

6. Opportunity identification

7. Offset calculations

8. Develop actions

9. Implementation and monitoring

Decision Points

Ⓐ No additional controls and mitigation required to achieve net positive impact (NPI)

Ⓑ Additional controls and mitigation required to achieve NPI

Ⓒ Biodiversity offsets required to achieve NPI

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[37] Additionality: biodiversity offsets must secure additional conservation outcomes that would not have happened otherwise. **Biodiversity Offsets**. IUCN. 2021.

[38] This goal was set in 2011 for sites in operation at the time and does not apply to sites that were closed before that date.

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For more information on our sustainability strategy goals, see the Sustainability Strategy section of our website.

We report on our performance against indicators and goals related to biodiversity on an annual basis in our Sustainability Report.

Assurance Related to Biodiversity

Teck implements the bespoke integrated assurance model, which audits internal controls and the effectiveness of the controls. These assurance activities include:

- Internal sustainability assurance audits and mid-term effectiveness reviews conducted at sites by Teck's Sustainability Assurance team

- External assurance by independent third-party assurance providers for relevant regulatory and voluntary membership requirements
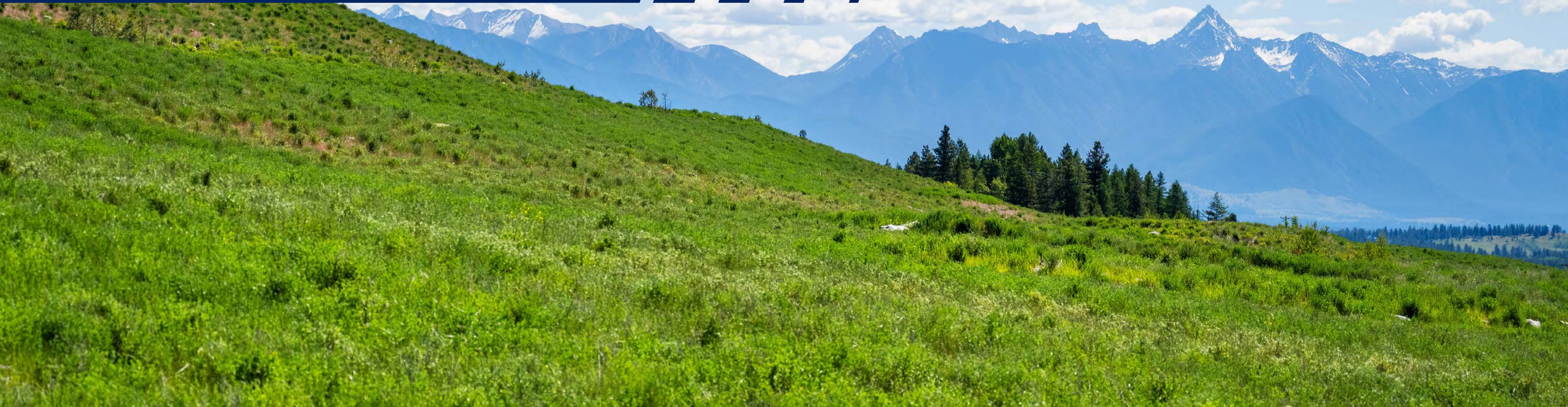
Following each of these processes, the applicable management teams use the results to inform future actions and to contribute to Teck's five-year planning process.

Assurance Related to Biodiversity

Type	Organization	Items Reviewed
Internal	Teck (risk-based sustainability audits)	• Adherence to regulatory and permit requirements • Effectiveness of controls based on risk profile • Sustainability Standards
Internal	ISO 14001 Internal Audit	• Components of the environmental management system at each certified site
External	International Council on Mining and Metals: Sustainability Report Assurance and Performance Expectations	• Total area of land restored or rehabilitated (hectares) • Total area of land yet to be restored or rehabilitated (hectares) • Principle 6: Pursue continual improvement in environmental performance issues, such as water stewardship, energy use and climate change (Performance Expectation 6.1) • Principle 7: Contribute to the conservation of biodiversity and integrated approaches to land use planning (Performance Expectations 7.1 and 7.2)
External	Mining Association of Canada: Towards Sustainable Mining assurance	• TSM Biodiversity Conservation Management Protocol
External	The Copper Mark (Version 1, 2020)	Risk Readiness Assessment Criteria • Issue area 21: Biodiversity and Protected Areas
External	ISO 14001 External Audit	• Components of the environmental management system at each site

OUR APPROACH
TO MINE CLOSURE

GRI Indicators: 2-23, 2-24, 2-28, 2-29, 3-3, 14.8.1, 14.8.2, 14.8.3, 14.8.8

MANAGEMENT APPROACH TO SUSTAINABILITY

| Responsible Business | Environmental Management | Emergency Preparedness | Relationships with Indigenous Peoples | Health and Safety | Climate Change | Relationships with Communities | Water Stewardship | Tailings Management | Our People and Culture | Business Conduct | Biodiversity | **Mine Closure** | Value Chain Management | Human Rights | Air Quality | Circularity |

Which Teck sites does this document apply to?

This section summarizes our approach to managing closure. This section applies to all Teck-controlled[39] sites, inclusive of contractor activities. This does not include operations in which Teck has/had an ownership interest but does not have operational control.

Closure performance information: See our Annual Sustainability Report, available for download on our website.

CONTEXT

Mine closure is the entire process of winding down operations at a mine, including planning for closure, decommissioning of the mine site, reclamation and ongoing monitoring. Our closure goal is to ensure that we close our mines using a responsible approach that provides lasting demonstrations of our commitment to sustainability. This requires planning for and implementing an integrated approach to closure throughout the mining life cycle.

GOVERNANCE AND ACCOUNTABILITY

Accountability and Resourcing

The Board of Directors, through its Safety and Sustainability COIs Committee, oversees health, safety, environment and community policies, systems, performance and auditing, including Teck's sustainability-related standards (Sustainability Standards). The Standards include specific guidance on closure.

The following senior leaders at the corporate level are involved in implementing the management of closure:

• The Executive Vice President (EVP) and Chief Legal and Sustainability Officer (CLSO) reports directly to the President and Chief Executive Officer (CEO) and is responsible for protecting the company's legal interests, ensuring compliance with laws, regulations and ethical standards, mitigating risks, guiding and implementing strategies to maintain and strengthen Teck's community and Indigenous relationships, and driving sustainability initiatives

• The EVP and Chief Operating Officer reports directly to the President and CEO and is responsible for driving safety, operational excellence and asset optimization, including closure, at Teck's operations across the North American and Latin American regional business units

• The Chief Sustainability Officer (CSO) reports to the EVP and CLSO and is responsible for guiding strategy and establishing governance and standards to drive enterprise sustainability performance, community and Indigenous affairs, environment and permitting

• The Vice President, Environment reports to the CSO and oversees compliance with environmental standards for projects, operations and our legacy properties, and regularly reviews environmental performance risks and strategic issues

• The Director, Closure reports to the Vice President, Environment and is responsible for leading our approach to closure and developing and coordinating implementation of the closure project framework, supported by Closure Leads at each operating site and for legacy properties

See the Responsible Business section on page 3 for more details on our sustainability governance structure.

Policies and Standards

Our Code of Sustainable Conduct describes how we will integrate closure considerations through all stages of business and production activities. It also outlines our commitment to continually improve our environmental practices and ensure they are fully integrated into each of our activities.

Teck's Sustainability Standards outline the framework for the identification and effective management of sustainability risks and opportunities, including those related to closure, and define a process for continual improvement.

Our Closure Standard outlines minimum expectations for the effective management of mine closure at Teck to protect health and safety, the environment and communities.

Memberships, Partnerships and External Commitments

We work with various local, national and international organizations and programs to support closure:

• International Council on Mining and Metals (ICMM): A global industry association that represents leading international mining and metals companies who are required to implement the ICMM Principles, the Position Statements and the Performance Expectations, which include criteria and best practices related to mine closure.

• The Copper Mark (including multi-metals Zinc Mark and Molybdenum Mark): A multi-metals assurance framework developed by the International Copper Association to promote responsible practices and to demonstrate the contribution of the transition minerals industry to the United Nations Sustainable Development Goals. The Copper Mark includes criteria related to mine closure.

APPROACH TO MANAGING MINE CLOSURE

Responsibly closing our sites and managing our legacy properties means following our closure principles: satisfying legal obligations; meeting safety requirements; assuring physical, chemical and ecological stability; promoting socio-economic transition; executing cost-effectively; and contributing to risk mitigation and reduction in complexity, including costs of post-closure management.

Our approach to mine closure begins before mining starts and carries on throughout the life cycle of the mine. See the Biodiversity section on page 60 for details on establishing baselines. We develop a closure vision with associated specific closure objectives in consultation with our communities of interest (COIs). In alignment with our closure objectives, closure plans must describe closure activities as well as their success criteria. Derived from the ICMM Integrated Mine Closure: Good Practice Guide, we strive for success criteria to be specific, measurable, achievable, relevant and timely. Our closure planning includes closure and post-closure risk assessments, opportunity framing and alternatives comparison processes, with each step involving COIs and informed by their input. We create closure plans grounded in our closure principles. For new projects, closure plans are developed at the prefeasibility stage and refined through the feasibility design stage, prior to construction.

All of our operating sites have mine closure plans in place as of the end of 2024. These plans are periodically updated over the life of the operation to incorporate updated input from COIs, advances in engineering design for closure measures, learnings from progressive closure during operation, and the results of any new research into rehabilitation and other closure issues. Closure planning is an iterative process, and plans become more detailed as a mine nears the end of its life. Our closure plans are updated at least every five years, or more often if there is a material change in the life of mine plan that would invalidate the existing closure plan. In British Columbia, Alaska and Chile, mine closure plans are legally required to be updated at least every five years.

MANAGEMENT APPROACH TO SUSTAINABILITY

| Responsible Business | Environmental Management | Emergency Preparedness | Relationships with Indigenous Peoples | Health and Safety | Climate Change | Relationships with Communities | Water Stewardship | Tailings Management | Our People and Culture | Business Conduct | Biodiversity | **Mine Closure** | Value Chain Management | Human Rights | Air Quality | Circularity |

While we are still operating at a mine site, we progressively rehabilitate portions of the site that are no longer required for current or possible future mining purposes, where feasible. We conduct regular monitoring against closure-related legal requirements, along with regulatory, stakeholder and internal commitments and success criteria, and use these results to continually update our closure and post-closure management. During post-closure, sites are required to implement ongoing monitoring, maintenance and mitigation works, developed in consultation with COIs and Indigenous Peoples and documented in a Post-Closure Management Plan. Upon the completion of closure works, our closed sites are transferred to the management of Teck Legacy Properties. See the Legacy Properties section for further details.

When divesting current or former operating assets, we seek to include provisions in the transaction agreement to ensure that the purchaser will fulfill a minimum set of closure requirements, and require evidence where necessary that the purchaser has made financial provision so that these closure requirements can be met and that Teck will be protected from future liability.

Waste Management

Closure plans require waste inventories to minimize hazardous waste at closure, and to ensure that any remaining material is disposed of in accordance with applicable regulations. Where sites have ongoing operations that may generate waste, storage and disposal are managed in the same way as an operating site—based on regulatory requirements, information provided by vendors and requirements from waste management suppliers.

See the Circularity section on page 86 for details on waste management at Teck-controlled sites.

Engaging with Communities

A key aspect of our planning for closure throughout the mining life cycle is to work with COIs, including Indigenous Peoples, communities, governments and employees, to develop a closure vision with specific objectives. This closure planning process includes identification of opportunities for post-mining land use such as ecosystem stewardship, alternative energy generation, recreational use or other uses. We also collaboratively establish post-mining land use objectives and, as part of plans to mitigate socio-economic impacts of closure, we collaborate on post-mining economic diversification plans during the mine life, where appropriate.

During the execution of closure, local hiring and procurement remain priorities at Teck sites. For more information on managing community engagement and impacts, including local hiring and procurement, see the Relationships with Communities section on page 34. For more information on post-closure transition for employees, see the Our People and Culture section on page 48.

Financial Assurance for Mine Closure

At Teck, we meet all government requirements for financial assurance in the jurisdictions where we operate. We are also committed to ensuring that this financial security never needs to be accessed. We aim to responsibly plan for and close our mine sites, in accordance with all legal obligations and our internal standards.

In every jurisdiction where we operate, we are required to have financial assurance in place to provide a guarantee to the regulator that there will be sufficient resources in place to carry out the planned closure works. The amount of this financial assurance is estimated on a site-by-site basis, in conformance with the applicable regulations. These estimates are reviewed and accepted by the regulator. All of our operating sites have provided financial assurance in accordance with the applicable regulations.

In addition, the cost of closure for our existing level of disturbance, estimated in accordance with applicable financial standards, is reported in annual financial statements in conformance with applicable financial reporting requirements. These estimates are audited annually by an independent third-party auditor.

As the rules governing jurisdictional financial assurance and international financial reporting are different, the total amount of financial assurance and the total reported liability vary. However, the underlying estimates are based on the same engineering design work and quantifications. All closure cost estimates are prepared by qualified independent third-party engineering firms.

Legacy Properties

Many closed sites will need some level of ongoing monitoring and maintenance during the post-closure period. Teck maintains an experienced team of professionals in our Legacy Properties group, with the responsibility of monitoring the success criteria of our sites post-closure, managing any residual risks that remain and liaising with nearby communities to ensure that sites in post-closure remain safe.

Managing Incidents Related to Closure

Teck defines an incident as an "undesirable event arising from company activities that is both unplanned and uncontrolled, regardless of the severity of consequences". Company-wide criteria have been established for sites to identify, report and evaluate the severity of consequences, with respect to community incidents. Sites are expected to follow up on all incidents identified to understand the impacts and implement corrective actions wherever possible, with more significant incidents potentially subject to root cause investigation.

Managing Employee and Community Feedback

Teck provides response mechanisms at every operation and project and in every exploration region to specifically ensure that those who want to provide feedback on our business practices—whether it's a comment, question, concern, complaint or compliment—are able to do so easily and, if they wish, anonymously. See the Relationships with Communities section on page 34 for more details on how we manage community feedback and grievances.

Doing What's Right is our program designed to maintain an ethical and safe workplace and uphold the moral and ethical principles within our Code of Ethics. It also specifies the basic norms and behaviours for those conducting business on our behalf. See the Business Conduct section on page 56 for more details on this program.

Our Targets and Commitments

In order to verify the effective management of our closure risks, the following table discusses closure-related assurance processes at Teck. Following each of these types of assurance, applicable management teams use the results to inform future actions, close gaps, and define resource allocation and actions for Teck's five-year planning process.

We report on our performance against indicators related to closure on an annual basis in our Sustainability Report.

MANAGEMENT APPROACH TO SUSTAINABILITY

Responsible Business | Environmental Management | Emergency Preparedness | Relationships with Indigenous Peoples | Health and Safety | Climate Change | Relationships with Communities | Water Stewardship | Tailings Management | Our People and Culture | Business Conduct | Biodiversity | **Mine Closure** | Value Chain Management | Human Rights | Air Quality | Circularity

Assurance Related to Closure

Teck implements the bespoke integrated assurance model, which audits internal controls and the effectiveness of the controls. These assurance activities include:

- Internal sustainability assurance audits and mid-term effectiveness reviews conducted at sites by Teck's Sustainability Assurance team
- External assurance by independent third-party assurance providers for relevant regulatory and voluntary membership requirements

Following each of these processes, the applicable management teams use the results to inform future actions and to contribute to Teck's five-year planning process.

Assurance Related to Closure

Type	Organization	Items Reviewed
Internal	Teck (risk-based sustainability audits)	• Adherence to regulatory and permit requirements • Effectiveness of controls based on risk profile • Sustainability Standards
Internal	ISO 14001 Internal Audit	• Components of the environmental management system at each certified site
External	International Council on Mining and Metals: Sustainability Report Assurance and Performance Expectations	• Principle 6: Pursue continual improvement in environmental performance issues, such as water stewardship, energy use and climate change (Performance Expectation 6.1: Plan and design for closure in consultation with relevant authorities and stakeholders, implement measures to address closure-related environmental and social aspects, and make financial provision to enable agreed closure and post-closure commitments to be realised.)
External	The Copper Mark (Version 1, 2020)	Risk Readiness Assessment Criteria: • Issue area 22: Mine Closure and Reclamation
External	ISO 14001 External Audit	• Components of the environmental management system at each site

OUR APPROACH
TO VALUE CHAIN MANAGEMENT

GRI Indicators: 2-6, 2-23, 2-24, 2-26, 2-27, 2-28, 2-29, 3-3, 308-1, 308-2, 407-1, 414-1, 414-2

MANAGEMENT APPROACH TO SUSTAINABILITY

| Responsible Business | Environmental Management | Emergency Preparedness | Relationships with Indigenous Peoples | Health and Safety | Climate Change | Relationships with Communities | Water Stewardship | Tailings Management | Our People and Culture | Business Conduct | Biodiversity | Mine Closure | **Value Chain Management** | Human Rights | Air Quality | Circularity |

Which Teck sites does this document apply to?

This section summarizes our approach to value chain management. This section applies to all Teck-controlled[40] sites, inclusive of contractor activities. This does not include operations in which Teck has/had an ownership interest but does not have operational control.

Value chain performance information: See our Annual Sustainability Report, available for download on our website.

CONTEXT

Teck is a significant producer of copper and zinc, and we produce specialty metals such as germanium, indium, cadmium, gold doré and silver. We also produce some industrial products and fertilizers, which are by-products from our zinc and lead smelting operations in Trail, British Columbia. Teck procures a range of goods such as mobile equipment, machinery, fuel and lubricants, explosives, and a range of other supplies and services that support large-scale mining and refining operations. We produce a variety of products that we sell directly to customers, who in turn process and use these materials in their own products, with further value being added along the chain to our end users. The following stakeholders are included in our value chain:

- **Suppliers:** We rely on an international network of suppliers to provide the products, materials, goods and services needed to support our business. These include mining equipment and spare parts, tires, fuel and lubricants, explosives, electricity, operating materials and consumables, and chemicals for processing.

- **Service Providers:** We outsource selected operational activities to third parties, typically due to their cost-effectiveness or technical capabilities. Typical activities carried out by service providers and contractors include heavy mining equipment maintenance; transport and logistics; mechanical, electrical and construction work;

general exploration drilling; and technical/engineering consultancy.

- **Joint Venture Partners:** We share ownership of some of our operations and projects with joint venture partners. This includes, for example, our Antamina mine[41] in Peru (with our joint venture partners BHP Group Limited, Glencore plc and Mitsubishi Corporation).

- **Customers:** Our customers include refineries, smelters and steel mills. Our products are purchased for immediate use or for further processing. In addition, we provide other customers with various metals and chemical by-products.

- **End Users:** Our products are used by a variety of industries, including construction; transportation, automobile and logistics; electronics and telecommunications; power generation and transmission; domestic appliances; consumer goods and nutritional supplements; and agriculture.

GOVERNANCE AND ACCOUNTABILITY

Accountability and Resourcing

The Board of Directors, through its Safety and Sustainability Committee, broadly oversees health, safety, environment and community policies, systems, performance and auditing, including Teck's sustainability-related standards (Sustainability Standards). The Standards include specific guidance on contractor and supplier management.

The following senior leaders at the corporate level are involved in implementing value chain management practices:

- The Executive Vice President (EVP) and Chief Commercial Officer reports directly to the President and Chief Executive Officer (CEO) and is responsible for driving Teck's commercial success and opportunities for market expansion; this encompasses Teck's marketing and logistics strategy, policies, objectives, product plans, supply chain, procurement, and economic and commodity research and forecasting

- The EVP and Chief Legal and Sustainability Officer (CLSO) reports directly to the CEO and is responsible for protecting the company's legal interests, ensuring compliance with laws, regulations and ethical standards, mitigating risks, guiding and implementing strategies to maintain and strengthen Teck's community and Indigenous relationships, and driving sustainability initiatives

- The Chief Sustainability Officer (CSO) reports to the EVP and CLSO and is responsible for guiding strategy and establishing governance and standards to drive enterprise sustainability performance, community and Indigenous affairs, environment and permitting

Value chain management is a multidisciplinary function at Teck involving several departments:

- The Supply Chain Management group oversees the strategic sourcing and purchase of goods and services, inbound logistics, supplier relationship management and the overall control of supply chain risks

- Our Marketing and Logistics group oversees the sale of our products, outbound logistics and customer management, including marketing risks and economic analysis

- The Materials Stewardship Committee provides strategic direction and the framework for materials stewardship and mineral supply chain risk management at Teck. It establishes criteria as they pertain to product, business, customer and downstream issues. The team's activities include identifying and managing risks associated with customer assessments, mineral supply chain reviews, product approvals, transportation, regulations, technical advice, human rights, environmental and health guidance, legal, and new product application reviews and approvals.

- The Social Performance group administers the Human Rights Policy, inclusive of the rights of workers in our supply chain

- The Operations, Project Development and Exploration groups, along with other functional areas, manage supply chain matters related to on-site contractors and procurement

- The Corporate Security and Legal groups support our Supply Management, Logistics and Transportation, and Operations and Exploration groups. The Corporate Security Group identifies and manages supply chain risks through corporate risk assessment procedures, which includes analyses of supplier self-assessments to identify opportunities for improvement. The Legal group manages commercial contract development and compliance with Teck's policies related to our supply chain.

Policies and Standards

All suppliers are required to adhere to our Expectations for Suppliers and Contractors, which supplements the requirements, guidelines and standards of conduct described in Teck's other internal and external policies, including Teck's Code of Ethics, Anti-Corruption and Bribery Compliance Policy and Interpretation Guide, Human Rights Policy, Indigenous Peoples Policy and Equity, Diversity and Inclusion Policy.

Teck's Expectations for Suppliers and Contractors have been established to clearly communicate the minimum standard of conduct expected of all suppliers of goods and contractors performing services for, or on behalf of, Teck. The expectations apply to suppliers and all their parent, subsidiary and affiliated companies, and to their respective employees, contractors and agents to the extent those entities or individuals are supplying goods or performing services for, or on behalf of, Teck. These expectations are broadly communicated to all our suppliers and contractors and are included in our contracts as an alignment with such suppliers and contractors to uphold these moral and ethical principles that are based on honesty, integrity and respect.

The expectations include our requirement that suppliers and service providers address issues relating to ethics, health and safety, environmental stewardship, local communities and Indigenous Peoples, and human rights, including labour law requirements. They integrate stipulations regarding fair working conditions, non-discrimination and zero tolerance for modern slavery, including child labour and forced labour.

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[40] Teck-controlled refers to situations where Teck has the ability to exert decision-making authority over an activity or location.

[41] Teck indirectly owns 22.5% of the Antamina copper/zinc mine in Peru. Our dedicated management team, bolstered by subject matter experts, actively participate on Antamina's Board and various committees. More information on the scope of Teck's sustainability reporting can be found on our website.

MANAGEMENT APPROACH TO SUSTAINABILITY

| Responsible Business | Environmental Management | Emergency Preparedness | Relationships with Indigenous Peoples | Health and Safety | Climate Change | Relationships with Communities | Water Stewardship | Tailings Management | Our People and Culture | Business Conduct | Biodiversity | Mine Closure | **Value Chain Management** | Human Rights | Air Quality | Circularity |

The expectations also incorporate Teck's Sustainability Contractor and Supplier Management Standard, which defines the minimum expectations related to contractor and supplier pre-qualification, risk identification and management, and governance. This Standard requires us to identify and manage sustainability and supply chain risks by assessing performance and practices when selecting contractors and suppliers, by maintaining oversight of risks associated with the goods and services provided, and by assessing other opportunities and threats within the supply chain.

In addition to the Expectations for Suppliers and Contractors, Teck's Materials Stewardship Program Standard communicates our commitment to mineral supply chain and customer due diligence. Furthermore, we seek to ensure responsible sourcing of mineral concentrates from mines for our Trail Operations, and to promoting conflict-sensitive sourcing practices to our suppliers.

Memberships, Partnerships and External Commitments

Teck works with numerous local, national and international organizations and programs to support value chain management:

- International Council on Mining and Metals (ICMM): A global industry association that represents leading international mining and metals companies who are required to implement the ICMM Principles, the Position Statements and the Performance Expectations, which include criteria related to responsible production.

- Mining Association of Canada (MAC)—Towards Sustainable Mining (TSM): A Canadian industry association that promotes the development of the country's mining and mineral processing industry, works with governments on policies applicable to the sector, and promotes the value that mining brings to the economy and the daily life of Canadians while operating responsibly using the Towards Sustainable Mining Protocols.

- The Copper Mark (including multi-metals Zinc Mark and Molybdenum Mark): A multi-metals assurance framework developed by the International Copper Association to promote responsible practices and to demonstrate the contribution of the transition minerals industry to the United Nations Sustainable Development Goals.

- Business for Social Responsibility (BSR): A global sustainable business network and consultancy that provides guidance and expertise on human rights management, risk assessments and supply chain due diligence. Teck is a member of BSR's Human Rights Working Group.

MANAGEMENT OF SUPPLIERS AND SERVICE PROVIDERS

Teck's general supply chain strategy spans the life cycle of the goods and services acquired. The priorities include confirming that our suppliers meet our requirements for quality, supply capacity, timeliness, competitiveness, ability to provide security of supply, and adherence to and fulfillment of supplier expectations. In addition, our collaborative, centre-led approach to value management spans several operationally important high-spend categories of equipment, products and services. This cooperative approach leverages the benefits of Teck's scale to deliver bottom-line value and benefits to our operations, and differentiates Teck as a customer of choice to our suppliers and service providers. We are committed to lowering Teck's costs while simultaneously strengthening our security of supply, increasing transparency and certainty of future costs, and supporting improved operational performance.

Identifying and Managing Sustainability Risks in the Supply Chain

Inbound supply chain risks are initially identified as part of the analysis and identification of critical suppliers by our Supply Management group. Outbound supply chain risks are identified by the Logistics and Transportation group as well as by the Materials Stewardship working group, which advises and develops active risk management processes to reduce the impacts of our products and to ensure products satisfy or exceed regulatory, environmental and societal needs. Across the whole of our supply chain, Teck articulates its expectations for suppliers and contractors through our Expectations for Suppliers and Contractors document. For suppliers, these expectations are maintained through an annual supplier sustainability audit that includes critical suppliers. For contractors, these expectations are maintained through auditing value chain risk management systems.

Supplier Management Guidelines and Expectations

Our Expectations for Suppliers and Contractors document, which is available in both English and Spanish, clearly communicates Teck's expectations for suppliers of goods and contractors performing services for, or on behalf of, Teck. The expectations apply to suppliers and all their parent, subsidiary and affiliated companies, and to their respective employees, contractors and agents. For suppliers in jurisdictions with higher risk, additional vetting is conducted to ensure compliance.

Where we have security contractors, contracts with security service providers at relevant sites require adherence to the Voluntary Principles on Security and Human Rights. Training for contractors providing security services in regions not determined to be low risk is overseen on a regular basis by Teck's Risk Group. Training also occurs if and when security service providers are replaced or restructured at our operations.

Supplier Qualification Due Diligence

The qualification of suppliers involves obtaining and monitoring evidence that a supplier meets or exceeds our minimum standards as a condition to supplying products and services to Teck. Teck considers various risks when screening suppliers, including criticality, country, sector and commodity ESG risks. This process screens out the suppliers who are unable or unwilling to meet our requirements as outlined in our expectations.

The following additional screening may occur if:

- The supplier may interact with government officials on our behalf: They must register and maintain an account in good standing with our Anti-Corruption Compliance program through the Dun & Bradstreet online portal.

- The supplier is on-site for more than 30 days at one or more Teck sites: They must register and maintain an account in good standing in our supplier database. Within the database, a comprehensive questionnaire asks about their practices in health and safety, ethics, anti-corruption, human rights and environmental management. This includes questions related to modern slavery risks, such as forced or child labour, in the supplier's operations and supply chain. All new suppliers are required to confirm their compliance with Teck's Expectations for Suppliers and Contractors upon entering into a service agreement, and annually thereafter. Each on-site supplier must also participate in mandatory site-specific orientation and induction training.

- The contract is of significant value: A formal Request for Information and Request for Proposal process is required. Through this process, we evaluate and select suppliers and contractors based on the sustainability risks associated with the goods and services to be provided, their sustainability-related practices, a record of past sustainability performance, and their capacity to perform the work required, consistent with legal requirements and local requirements.

- The contract is selected for manual review: At any time, if higher risk is identified, we may initiate a manual review and vetting process of a supplier to determine whether the supplier meets our standards as a condition to supplying products and services to Teck. This review may include site visits and the use of private investigators, if required. The results of the review determine whether work with the supplier will or will not proceed. Detailed reviews on suppliers and contractors are also conducted through an annual campaign each year to help ensure alignment with Teck's Expectations for Suppliers and Contractors.

MANAGEMENT APPROACH TO SUSTAINABILITY

| Responsible Business | Environmental Management | Emergency Preparedness | Relationships with Indigenous Peoples | Health and Safety | Climate Change | Relationships with Communities | Water Stewardship | Tailings Management | Our People and Culture | Business Conduct | Biodiversity | Mine Closure | **Value Chain Management** | Human Rights | Air Quality | Circularity |

Working with Critical Suppliers

Critical suppliers are suppliers of goods or services that, in the event of an interruption in the supply chain, can have a significant impact on Teck's production, costs and/or revenues. Suppliers may also be considered critical due to the nature of their products and the potential risk and impact on health, safety, the environment and the communities in which we operate. Critical suppliers include inbound suppliers of mobile equipment, fuels, tires, ammonium nitrate, process equipment, consumables such as grinding media, suppliers of related parts and services, and outbound suppliers of rail, marine, trucking, bulk terminal and related distribution services. Within critical suppliers, there are two types: those managed on-site, and those managed at a corporate level.

Ongoing Monitoring and Assessment

We conduct ongoing monitoring and assessment of all our suppliers. If an issue is identified during the assessment, work is stopped, an investigation is conducted, and a corrective action plan is developed in collaboration with the supplier. If the plan is implemented to our requirements, work with the supplier will resume. If the plan does not meet our requirements, further work with the supplier to correct the finding will be conducted or the contract with the supplier may be terminated.

Measuring Supply Chain Risk Management Performance

We measure the risk management performance of our critical suppliers by setting and tracking performance metrics in contracts. For example, all contracts with critical suppliers have safety performance indicators, and some have environmental indicators related to reducing or minimizing impacts based on the nature of the product or service provided. We use a supply chain risk management platform to monitor suppliers and to verify compliance with Teck's policies directly and indirectly. Through the platform, we collect data on performance

related to modern slavery, climate impact and diversity and inclusion, among other topics; this platform also supports enhanced supplier screening. In addition to measuring supplier-specific performance indicators, we measure and report on the following in our annual Sustainability Reports:

1. Company-wide procurement from local suppliers

2. Company-wide procurement from Indigenous suppliers

3. Contractor health and safety

We report on our performance against indicators related to supply chain management on an annual basis in our Sustainability Report.

MANAGEMENT RELATED TO OUR DOWNSTREAM CUSTOMERS

Managing Product Impacts Through Materials Stewardship

Materials stewardship at Teck is a strategic approach to managing the environmental and social impacts of materials throughout their life cycle. It involves responsible sourcing, production and use of products, by-products and wastes, with the goal of minimizing their impacts on the environment and communities. Our materials stewardship activities include:

- **Strategic Management:** Addresses the environmental and social impacts of products and materials throughout their life cycle

- **Compliance and Risk Management:** Provides accurate product classification and regulatory advice for logistics

- **Value Chain Due Diligence:** Conducts customer assessments, leads responses and ensures product stewardship

- **Circularity and Responsible Production:** Promotes sustainable practices within operations

- **Governance:** Establishes and evaluates policies and procedures related to materials stewardship

All Teck products are listed on a Master Materials List that is owned and managed by the Materials Stewardship Committee (MSC). For products to be added to the list, a detailed assessment is conducted on product use and life cycle. This assessment includes customer assessments and legal jurisdiction reviews, and considers logistics and form of transportation, hazardous materials and emergency response, contracts and financial rate of return.

We draw on ecotoxicity expertise developed by various commodity associations and other experts to bring sound science into our management approaches and decisions. Our materials stewardship program is also actively engaged with collective industry efforts, including those of the ICMM, towards continuously improving materials stewardship practices.

Engaging With Our Customers

Materials stewardship commissions and conducts customer assessments to ensure that products are handled safely by smelters, refineries and other end users. The assessments allow us to uphold business ethics, regulatory requirements, sustainable management practices, and external expectations. As above, in Measuring Supply Chain Risk Management Performance, we also use a supply chain risk management platform to monitor all our customers and to verify compliance with Teck's policies directly and indirectly.

In recent years, we have seen an increase in requests for information from downstream customers to better understand the sustainability of their supply chain. In response, we have actively engaged with downstream customers to respond to their questions and expectations. Requests for information from our customers are largely driven by their own commitment to sustainability, their regulatory environment and their evaluation of risks, and in response to growing consumer concerns and expectations.

Managing Feedback

Teck provides response mechanisms at every operation and project and in every exploration region to specifically ensure that those who want to provide feedback on our business practices—whether it's a comment, question, concern, complaint or compliment—can do so easily and, if they wish, anonymously. See the Relationships with Communities section on page 34 for more details on how we manage community feedback and grievances.

Doing What's Right is our program designed to maintain an ethical and safe workplace, and uphold the moral and ethical principles within our Code of Ethics. It also specifies the basic norms and behaviours for those conducting business on our behalf. Our *Doing What's Right* program is supported by additional ethics-related policies and procedures. Our employees, contractors and suppliers are given an opportunity to report any violations, or potential violations, of our Code of Ethics through our *Doing What's Right* program, which includes an anonymous and confidential whistle-blower hotline and web portal that are managed by a third party. See the Business Conduct section on page 56 for more details on this program.

Our Targets and Commitments

In order to verify the effective management of our value chain risks, the following section discusses value-chain-related assurance processes at Teck. Following each of these types of assurance, applicable management teams use the results to inform future actions, close gaps, and define resource allocation and actions for Teck's five-year planning process.

We report on our performance related to value chain management on an annual basis in our Sustainability Report.

MANAGEMENT APPROACH TO SUSTAINABILITY

Responsible Business | Environmental Management | Emergency Preparedness | Relationships with Indigenous Peoples | Health and Safety | Climate Change | Relationships with Communities | Water Stewardship | Tailings Management | Our People and Culture | Business Conduct | Biodiversity | Mine Closure | **Value Chain Management** | Human Rights | Air Quality | Circularity

Assurance Related to Value Chain Management

Teck implements the bespoke integrated assurance model, which audits internal controls and the effectiveness of the controls. These assurance activities include:

- Internal sustainability assurance audits and mid-term effectiveness reviews conducted at sites by Teck's Sustainability Assurance team

- External assurance by independent third-party assurance providers for relevant regulatory and voluntary membership requirements

Following each of these processes, the applicable management teams use the results to inform future actions and to contribute to Teck's five-year planning process.

Assurance Related to Value Chain Management

Type	Organization	Items Reviewed
External	International Council on Mining and Metals: Sustainability Report Assurance and Performance Expectations	• Principle 2: Integrate sustainable development in corporate strategy and decision-making processes. (Performance Expectation 2.2) • Principle 4: Implement effective risk-management strategies and systems based on sound science, and which account for stakeholder perceptions of risks. (Performance Expectation 4.2)
External	Mining Association of Canada: Towards Sustainable Mining	TSM Responsible Sourcing Alignment Supplement: • Criteria 9: Supply Chain • Criteria 11: Conflict-Affected and High-Risk Area Due Diligence
External	The Copper Mark (Version 1: 2020)	Risk Readiness Assessment Criteria: • Issue area 31: Due diligence in mineral supply chain

OUR APPROACH
TO HUMAN RIGHTS

GRI Indicators: 2-16, 2-23, 2-24, 2-25, 2-26, 2-27, 2-28, 2-29, 3-3, 407-1, 408-1, 409-1, 410-1, 14.14.1, 14.14.2, 14.25.1, 14.25.2, 14.25.3

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Which Teck sites does this document apply to?

This section summarizes our approach to managing human rights. This section applies to all Teck-controlled[42] sites, inclusive of contractor activities. This does not include operations in which Teck has/had an ownership interest but does not have operational control.

Human rights performance information: See our Annual Sustainability Report, available for download on our website.

CONTEXT

The term 'human rights' describes the fundamental rights and freedoms that everyone is entitled to. They provide the basis for individuals to lead a dignified life, to freely express independent beliefs and to live free from abuse. They are inherent to all individuals, regardless of nationality, place of residence, gender, national or ethnic origin, colour, religion, language or any other status. Everyone is equally entitled to enjoy their human rights without discrimination.[43]

As adopters of the United Nations Guiding Principles (UNGPs) on Business and Human Rights, Teck is committed to respecting the rights of our employees, contractors and workers in our value chain, and the rights of communities. We recognize that the nature of mining activities, whether in exploration, construction, operation or closure, creates the potential for a wide range of human rights risks and we work to mitigate those risks. Where we have caused or contributed to adverse human rights impacts, we will contribute to their remediation, as appropriate.

We have adopted the UN Guiding Principles Reporting Framework to report on how we respect human rights in line with the UNGPs and use this framework to disclose our performance annually through our Sustainability Report.

GOVERNANCE AND ACCOUNTABILITY

Accountability and Resourcing

Teck's Board of Directors, through its Safety and Sustainability Committee, oversees health, safety, environment and community policies, systems, performance and auditing. The Safety and Sustainability Committee Terms of Reference specifically include the responsibility to manage the risks and responsibilities associated with human rights. Teck's Board of Directors and Senior Management Team regularly consider human rights risks and impacts associated with ongoing activities and material incidents.

The following senior leaders at the corporate level are accountable for management of human rights at Teck:

• The Executive Vice President (EVP) and Chief Legal and Sustainability Officer (CLSO) reports directly to the President and Chief Executive Officer and is responsible for protecting the company's legal interests, ensuring compliance with laws, regulations and ethical standards, mitigating risks, guiding and implementing strategies to maintain and strengthen Teck's community and Indigenous relationships, and driving sustainability initiatives

• The Chief Sustainability Officer (CSO) reports to the EVP and CLSO and is responsible for guiding strategy and establishing governance and standards to drive enterprise sustainability performance, community and Indigenous affairs, environment and permitting

• The Director of Social Performance reports to the CSO and is responsible for strategically deploying resources to ensure the delivery of services in a consistent and culturally respectful manner; the Director of Social Performance plays a key role in developing and implementing policies and programs that support human rights while monitoring and evaluating the effectiveness of these initiatives to drive continuous improvement

Teck's Legal and Compliance departments are responsible for the oversight of the Anti-Bribery and Corruption Compliance Policy and Interpretation Guide, and the *Doing What's Right* whistle-blower hotline

Policies and Standards

Teck's Human Rights Policy was updated in 2024 and commits to respecting and observing all human rights. This policy outlines our commitment to respecting the rights of our employees, contractors and workers in our supply chain; the rights of members of communities where we are active; and the rights of others affected by our activities. Teck identifies and assesses enterprise-level human rights risks in line with our current management plans on an ongoing basis and implements policy and practice improvements when possible. This commitment extends to Teck's broader supply chain through our supply chain code of conduct, Expectations for Suppliers and Contractors.

We expect our suppliers and business partners, including joint venture partners, to share this commitment and to put in place policies and processes that support respect for human rights. We embed human rights expectations in supplier contracts. We do not tolerate any form of modern slavery, including child labour or forced labour, in our workforce or supply chain, and we expect our suppliers and contractors to have the same standards, as outlined in our Expectations for Suppliers and Contractors. See the Value Chain Management section on page 69 for details on our supply chain due diligence. The table presented in the Salient Human Rights Risks section of this document provides additional details on Teck policies that address human rights aspects.

Our Code of Sustainable Conduct outlines our commitment to continually improve our environmental and social practices, including ethical business conduct and upholding human rights, and to ensure they are fully integrated into our activities.

We are committed to respecting human rights defenders, and we do not condone any form of attack against them or anyone who opposes our activities. We expect our business partners, suppliers and contractors to share this commitment and to implement practices that reflect a respect for human rights.

Teck is committed to respecting and observing all human rights, as articulated in the:

• Universal Declaration of Human Rights

• United Nations Guiding Principles on Business and Human Rights (UNGPs)

• International Covenant on Civil and Political Rights

• International Covenant on Economic, Social and Cultural Rights

• International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work

• Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises

Specialist Advice, Memberships, Partnerships and External Commitments

We play an active role in working with our industry sector partners in identifying and sharing best practices in human rights.

Teck works with numerous local, national and international organizations and programs to support human rights:

• International Council on Mining and Metals (ICMM): A global industry association that represents leading international mining and metals companies who are required to implement the ICMM Principles, the Position Statements and the Performance Expectations, which include criteria related to human rights.

• Mining Association of Canada (MAC)—Towards Sustainable Mining (TSM): A Canadian industry association that promotes the development of the country's mining and mineral processing industry, works with governments on policies applicable to the sector, and promotes the value that mining brings to the economy and the daily life of Canadians while operating responsibly using the Towards Sustainable Mining Protocols.

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[42] Teck-controlled refers to situations where Teck has the ability to exert decision-making authority over an activity or location.
[43] ICMM Human Rights Due Diligence Guidance. 2012.

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We also participate in MAC's International Social Responsibility Committee, which builds human rights capacity and creates knowledge-sharing opportunities within the global mining industry.

- The Copper Mark (including multi-metals Zinc Mark and Molybdenum Mark): A multi-metals assurance framework developed by the International Copper Association to promote responsible practices and to demonstrate the contribution of the transition minerals industry to the United Nations Sustainable Development Goals. The Copper Mark includes criteria related to business integrity, child labour, forced labour, freedom of association and collective bargaining, discrimination, working hours, renumeration, human rights, and security.

- United Nations Global Compact (UNGC): Provides a framework for businesses committed to aligning their operations and strategies, with 10 principles spanning human rights, labour, the environment and anti-corruption.

- Business for Social Responsibility (BSR): A global sustainable business network and consultancy that provides guidance and expertise on human rights management, risk assessments and best practice. Teck is a member of BSR's Human Rights Working Group.

- Global Industry Standard on Tailings Management (GISTM): An international standard for the safer management of tailings storage facilities, co-established by the International Council on Mining and Metals (ICMM), the United Nations Environment Programme (UNEP), and the Principles for Responsible Investment (PRI). Teck is committed to implementing the GISTM across our operating and legacy (closed) facilities in all jurisdictions.

- Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises on Responsible Business Conduct: Recommendations include voluntary principles and standards for responsible business conduct that address a variety of issues, including employment and industrial relations, human rights, environment, information disclosure, combating bribery, consumer interests, science and technology, competition and taxation. Teck applies the OECD Guidelines to inform our research on international best practices.

MANAGING HUMAN RIGHTS

Teck operates mines in Chile, Canada and the U.S.; projects in Chile, Canada, the U.S., Peru and Mexico; and exploration activities globally. At Teck, we manage our impacts on people across our business in various departments, including Health and Safety, Environment, Security, Human Resources, Commercial, Legal, Exploration, Projects, Social Performance and Indigenous Relations. Each of these departments represents key components of Teck's management of human rights.

Human Rights Due Diligence

We conduct ongoing due diligence on actual or potential adverse human rights impacts that may be associated with Teck activities. Our Human Rights Due Diligence Procedure establishes internal guidance to ensure a consistent and effective approach to human rights due diligence across Teck.

Our due diligence process begins by undertaking human rights risk assessments (HRRAs) across our sites to identify, assess and prioritize any actual or potential human rights impacts, following guidance from the UNGPs and the OECD Guidelines. At our operations, HRRAs have been conducted by independent, third-party collaborators with deep human rights expertise who have ensured the engagement includes vulnerable and marginalized groups.

Teck undertakes HRRAs every five years in low-risk jurisdictions and every three years in high-risk jurisdictions, as identified by Teck's Conflict-Affected and High-Risk Area (CAHRA) Identification Tool. Our operations also identify local issues of potential human rights risk. This process aligns with global certification criteria such as The Copper Mark, the GISTM and the Voluntary Principles on Security and Human Rights (VPSHRs).

The results of these assessments are used to review and update salient human rights impacts at Teck. As part of the review of human rights risk assessments, we identify and prioritize the most significant human rights risks to individuals and groups throughout our value chain so we can better focus our policies and programs that have the biggest impact on people affected by our business activities.

Once the assessment is complete, we embed the identified risks into management plans, risk mitigation platforms, and activities governing relevant parts of our business, as outlined in our Social Performance Standard. Direct impacts of sustainability risks, including human rights risks, are assessed at our operations through the mandatory use of our risk matrix consequence table. All our operations monitor and update their risk registers annually, including express consideration of actual and perceived impacts on communities and health and safety risks to employees. Operations are internally audited to confirm that they are assessing risks and implementing controls to mitigate risks and, if an impact occurs, that they are engaged in meaningful and timely remediation. We communicate information on our due diligence process and respective findings to relevant stakeholders, both internal and external. This is done through internal meetings as well as through public documentation such as our Human Rights Policy, Sustainability Report and Annual Report.

Throughout our due diligence processes, we engage and consult with stakeholders in an effort to understand and address the perspectives of affected communities of interest, and to keep them informed of our management practices and human rights performance.

Under Teck's Social Performance Standard and Human Rights Due Diligence Procedure, all Teck corporate and Teck-controlled sites, inclusive of business functions and contractor activities under the management control of Teck, must also:

- Provide human rights training for designated personnel, procurement personnel, security providers and suppliers

- Maintain mechanisms to receive reports of human rights-related issues and incidents

- Document, monitor and report human rights risks, impacts and incidents associated with our activities to site management, to relevant site personnel, and to corporate functions such as Legal and Social Performance

- Report quarterly to relevant senior management when there is a significant change in human rights risks or impacts; accusations related to human rights are immediately reported, classified to determine reporting and investigation requirements, and assigned responsibility for investigation

Respecting rights remains a core objective across Teck's operations, and we continue to evolve our approach to manage impacts on people enterprise-wide. Further information related to our commitments and management approach towards our impact on people can be found in the Health and Safety section on page 23, the Relationships with Communities section on page 34, the Relationships with Indigenous Peoples section on page 18, the Value Chain Management section on page 69 and the Our People and Culture section on page 48.

Human Rights Management During Exploration

Prior to entering a country to conduct exploration activities, the risk team conducts extensive research to assess a range of social risks associated with operating in each jurisdiction, including those relating to:

- National security, including terrorism, social unrest, border conflict, religious conflict and ethnic conflict

- Personal security, including kidnapping, extortion, hijacking and robbery

- Personal health, including access to safe water, pollution levels, sanitation and disease

Based on the results of these assessments, we decide whether it is appropriate for us to pursue exploration activities in a given location.

Once there is an agreement to begin exploration, the sustainability team ensures that in-country activities are addressed through a process of risk identification and assessment. This process, which addresses risks to staff, contractors and our communities of interest (COIs), is completed through risk assessments for the full scope of all project activities. The unique rights of Indigenous People are recognized and respected. These risk management practices provide the mechanism through which impacts on human rights are identified and necessary controls are documented.

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Human Rights Management at Projects and Joint Ventures

Teck applies a consistent approach to assessing human rights risks and impacts at all our projects and Teck-controlled joint ventures. For our non-controlled joint ventures, we work collaboratively with our partners to establish oversight and governance structures that respect and uphold human rights.

Our approval process for new projects and major investments incorporates social and human rights criteria in stage gate reviews to assess potential human rights risks. Our development projects use Teck's Project Development Framework to integrate human rights risk assessments into the evaluation stages to identify risks and opportunities. Specific criteria for each project are dependent on the development stage and the region's risk ranking. For example, prefeasibility projects in elevated risk regions are required to incorporate human rights training specific to security providers, to understand human rights risks and, where applicable, to incorporate human rights risks into the environmental and social impact assessment process.

Teck and our business partners are committed to undertaking meaningful engagement with Indigenous Peoples and communities at all projects and joint ventures to better understand current human rights conditions as well as the risks and opportunities associated with human rights. Further, Teck and our partners have established oversight and governance structures at all our projects and operating joint ventures to ensure human rights are respected.

Human Rights Management During Closure and at Legacy Sites

Teck incorporates human rights considerations into the social performance and engagement strategies and plans in the closure phase of the mining life cycle. At our legacy properties, we conduct human rights and vulnerability assessments in conformance with the Global Industry Standard on Tailings Management (GISTM) and apply our social context knowledge to inform our social impact and human rights analyses.

Human Rights Management in Areas of Conflict

We are committed to engagement with communities and to respecting human and Indigenous rights everywhere we operate. To prevent operations or projects located in areas of conflict from supporting, benefiting or contributing to unlawful armed conflict, human rights abuses or breaches of international humanitarian law, we complete human rights risk assessments and implement associated improvement plans, and conduct training on human rights.

Teck does not have operations in areas of conflict as defined by the Uppsala Conflict Data Program (UCDP). We operate in Canada, U.S., Chile and Peru, which are not considered to have any active conflicts.[44]

Human Rights Key Industry Risks[45]

Key industry risks, as defined by the Corporate Human Rights Benchmark Methodology: Extractives Sector in 2021, are risks within the extractives industry that are commonly regarded as potentially severe and/or likely. Companies are expected to demonstrate, through a process of human rights due diligence, how they are preventing those risks or why they are not relevant.

Support for State-Based Judicial and Non-Judicial Mechanisms

Teck does not impede access to state-based judicial or non-judicial mechanisms or other mechanisms (such as international mechanisms) for persons who make allegations of adverse human rights impacts. We do not require individuals to permanently waive their legal rights to bring a claim through a judicial process as a condition of participation in a grievance/mediation process with Teck. We also do not impede access by competent authorities investigating and adjudicating credible allegations of human rights impacts. We participate in non-judicial grievance mechanisms provided by the state where these are available to resolve grievances.

Table: Human Rights Key Industry Risks

Key Industry Risk	Teck's Approach to Managing the Key Industry Risk
Freedom of Association and Collective Bargaining	We fully recognize the rights of employees to freedom of association, to collectively bargain and to freely join trade unions, and we have embedded the principle in our Sustainability Standards. See the Our People and Culture section on page 48 for more information.
Health and Safety	We fully recognize the rights of communities of interest to be free from harm. See the Health and Safety section on page 23 for more information.
Indigenous Peoples Rights and Free, Prior and Informed Consent (FPIC)	We fully recognize the right to be heard, and we engage with Indigenous Peoples and work to achieve their free, prior and informed consent throughout all stages of the mine development process. See the Relationships with Indigenous Peoples on page 18 for more information.
Land Rights—Resettlement	We fully recognize that involuntary physical and economic resettlement has human rights aspects with risks. Teck seeks to manage involuntary resettlement in accordance with the World Bank Operational Policy 4.12 and the International Finance Corporation Performance Standard 5. Teck's Social Performance Standard and Land Acquisition and Resettlement Procedure includes a specific set of guidelines for resettlement planning to support an approach that aligns with best practice.
Land Rights—Artisanal or Small-Scale Miners	We fully recognize the right to a livelihood and the importance of artisanal and small-scale mining in jurisdictions where we operate. We monitor our sites for the potential presence of artisanal or small-scale miners on or adjacent to our operations, particularly in Chile. Our approach focuses on respectful engagement, on the improvement of health and safety, and on environmental practices, as well as on the community impacts of small-scale mining extraction. We collaborate with local governments to work towards security of tenure and livelihood restoration. Such activities also seek to establish agreements between the small-scale miners and government on security, mining and rehabilitation.
Security	We fully recognize the right to be free from harm, and that includes how our security providers interact with communities. We have third-party security personnel at some of our sites, including Trail, Antamina, Carmen de Andacollo and Quebrada Blanca operations. Our security contracts require adherence to the Voluntary Principles on Security and Human Rights (VPSHRs).[46] Training for security personnel in jurisdictions not determined to be low-risk is completed annually and is overseen on a regular basis by Teck's Security Group. Training also occurs if and when we change security companies at our operations.
Water and Sanitation	We fully recognize the right to basic services, and have implemented policies in our approach to avoid impacting water rights. See the Water Stewardship section on page 39 for more information.

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[44] Teck's San Nicolás project, a 50:50 non-controlled joint venture with Agnico Eagle Mines Limited, is located in the Zacatecas State in central Mexico, which is considered an area of active conflict.

[45] These risks have been defined in the Corporate Human Rights Benchmark Methodology: Extractives Sector document.

[46] As a member of the Mining Association of Canada (MAC), our security practices are verified annually through the MAC Towards Sustainable Mining (MAC-TSM) process. The standards to which we are verified are in line with the VPSHRs.

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Response Mechanisms

Teck is committed to providing effective grievance mechanisms and ensuring access to remedies for relevant stakeholders.

We provide a response mechanism to our employees, contractors, suppliers and workers in our value chain to bring human rights concerns to our attention through our anonymous and confidential *Doing What's Right* program. *Doing What's Right* is designed to maintain an ethical workplace and uphold the moral and ethical principles within our Code of Ethics. It includes the Employee Concerns Disclosure Program, which deals with concerns from employees involving such issues as accounting and auditing irregularities, threats to personal safety and health, environmental violations and personal harassment.

This program accepts complaints in the languages of all countries where Teck is active (see the Business Conduct section on page 55 for more information). Our *Doing What's Right* program prohibits retaliation against any person reporting a concern in good faith or participating in an investigation relating to a concern. Individuals making a claim as part of this program are not required to waive any rights. We encourage community members to bring forward concerns and feedback, including those related to human rights, through our site-level feedback mechanisms. See below and the Relationships with Communities on page 34 for more information on site-level feedback mechanisms.

Teck's Confidential Reporting, Investigations & Remediation Procedure governs how matters that require investigation are handled, reported, escalated and resolved within Teck, specifically for reports made through our confidential third-party *Doing What's Right* hotline, as well as reports made to Human Resources and others within the company.

Responding to Negative Feedback and Incidents, Providing Access to Remedy

All operations, major projects and exploration sites have implemented site-based feedback mechanisms that allow for the collection of, and responses to, grievances or feedback from community members. In some cases, these grievances or feedback are related to actual or perceived human rights impacts.

Community incident procedures continue to be embedded in Teck's incident reporting processes. In all environmental incidents, community-related impacts and consequences are considered. Depending on the severity of the incident, an in-depth root cause analysis of the incident may be conducted. Where the incident has a perceived or actual impact on human rights, appropriate expertise is made available to the site to investigate and manage any potential impacts.

Our Community Response Mechanism Procedure provides guidance on developing and implementing a rights-compatible community response mechanism for our communities of interest so Teck can provide access to effective remedy.

Teck has systems that our sites use to track feedback and complaints from community members. The system allows specific complaints to be identified as human rights issues, as breaches of a commitment, or as issues related to environment or health and safety. Depending on the severity of the complaint, more individuals and more senior individuals are increasingly notified of the complaints. A key function of this system is a specific workflow to allow sites to record and monitor activities to remedy[47] related to the complaint.

This will support our ability to monitor the access to remedies that are being offered in response to the complaints, and our ability to ensure that the remedy efforts reflect the severity of the complaint. See the Relationships with Communities chapter of our annual Sustainability Report for more information on how we respond to negative feedback and incidents.

Communications and Training on Human Rights

Training related to human rights is provided to employees, including procurement personnel, and contractors across the company. Teck's Compliance group oversees training related to anti-corruption and our Code of Ethics, and Teck's Human Resources group oversees respectful workplace training. Teck's operations and offices also provide training related to human rights to select employees and contractors as part of their suite of orientation and other training requirements.

Where we have security personnel, contracts with security service providers require adherence to the Voluntary Principles on Security and Human Rights. We are working to ensure that training for security personnel at relevant sites is completed annually and that it is overseen on a regular basis by Teck's Risk Group. Training for security personnel also occurs if and when we change security companies at our operations.

Salient Human Rights Risks

We identify and prioritize the most significant human rights risks to individuals so we can better focus our policies and programs that have the biggest effect on people impacted by our business activities. Salient human rights have been identified through a process of human rights risk assessments at our operations.

Salient Human Rights

Right to live in a clean, healthy and sustainable environment

Right to clean water and sanitation

Right to enjoy just and favourable conditions of work

Right to adequate standard of living

Right to freedom of association

Impacts on People/Human Rights

Right to life

Right to take part in cultural life

Right to health

Right to self-determination

Right to safe and healthy working conditions

Right to not be subject to slavery or forced labour

Right to land

Right to non-discrimination in employment

[47] Remedy is a key component of the UN Guiding Principles; the concept is that the company should take actions to mitigate the impact on the person, not just manage the business or legal risk related to the complaint.

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Salient Human Rights and Teck's Commitments

Specific Human Right	Teck's Commitments	Relevant Policies, Management Approach and Targets
Right to life[48]	• We are committed to respecting and observing all human rights, as articulated in the Universal Declaration of Human Rights; the International Covenant on Civil and Political Rights; the International Covenant on Economic, Social and Cultural Rights; and the ILO Core Conventions. • Working together, we can eliminate fatalities and serious injuries in the workplace and throughout our value chain; we will accept nothing less. Everyone has the right to a safe and healthy workplace.	• Teck's Human Rights Policy • Teck's Health and Safety Policy • Our Approach to Human Rights • Our Approach to Health and Safety • Teck's Expectations for Suppliers and Contractors
Right to safe and healthy working conditions[49]	• We are committed to everybody going home safe and healthy every day. • We are committed to respecting and observing all human rights, as articulated in the Universal Declaration of Human Rights; the International Covenant on Civil and Political Rights; the International Covenant on Economic, Social and Cultural Rights; and the ILO Core Conventions. • We are committed to providing a workplace free of discrimination where all employees can fulfill their potential based on merit and ability. • Teck respects and appreciates differences in age, ethnicity, Indigenous origin or heritage, gender, physical attributes, beliefs, language, sexual orientation, education, nationality, social background and culture, or other personal characteristics. • Our Code of Ethics and our Anti-Bribery and Corruption Compliance Policy and Interpretation Guide affirm our commitment to upholding high moral and ethical principles and specify the basic norms of behaviour for those conducting business on the company's behalf. • Our suppliers' commitment to and fulfillment of Teck's Expectations for Suppliers and Contractors is a matter of paramount importance to Teck and will be assessed as a factor when Teck considers awarding commercial opportunities.	• Teck's Health and Safety Policy • Teck's Human Rights Policy • Teck's Equity, Diversity and Inclusion Policy • Teck's Respectful Workplace Policy • Teck's Expectations for Suppliers and Contractors • Code of Sustainable Conduct • Our Approach to Health and Safety • Our Approach to Human Rights • Our Approach to Value Chain Management • Our Approach to Business Conduct
Right to freedom of association, assembly and collective bargaining[50]	• We are committed to providing a workplace free of discrimination where all employees can fulfill their potential based on merit and ability. • We diligently seek not to infringe, directly or through complicity in acts of others, on the human rights of our employees, workers in our value chain, members of the communities where we operate, or others who are affected by our activities. We expect our suppliers and business partners to share this commitment and to put in place policies and processes that support respect for human rights. • Our Code of Ethics and our Anti-Bribery and Corruption Compliance Policy and Interpretation Guide affirm our commitment to upholding high moral and ethical principles and specify the basic norms of behaviour for those conducting business on the company's behalf. • Our suppliers' commitment to and fulfillment of Teck's Expectations for Suppliers and Contractors is a matter of paramount importance to Teck and will be assessed as a factor when Teck considers awarding commercial opportunities.	• Teck's Equity, Diversity and Inclusion Policy • Teck's Human Rights Policy • Teck's Code of Ethics • Teck's Anti-Bribery and Corruption Compliance Policy and Interpretation Guide • Teck's Expectations for Suppliers and Contractors • Our Approach to Our People and Culture
Right to not be subjected to slavery, servitude or forced labour[51]	• We diligently seek not to infringe, directly or through complicity in acts of others, on the human rights of our employees, workers in our value chain, members of the communities where we operate, or others who are affected by our activities. We expect our suppliers and business partners to share this commitment and to put in place policies and processes that support respect for human rights, as affirmed in our Expectations for Suppliers and Contractors.	• Teck's Human Rights Policy • Teck's Expectations for Suppliers and Contractors • Our Approach to Human Rights • Our Approach to Value Chain Management

48 The Universal Declaration of Human Rights (UDHR), International Covenant on Civil and Political Rights (ICCPR).
49 International Covenant on Economic, Social and Cultural Rights (ICESCR).
50 UDHR, ICCPR, ICESCR, ILO.
51 UDHR, ICCPR, ILO.

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Salient Human Rights and Teck's Commitments (cont.)

Specific Human Right	Teck's Commitments	Relevant Policies, Management Approach and Targets
Right to non-discrimination in employment/ occupation[52]	• We diligently seek not to infringe, directly or through complicity in acts of others, on the human rights of our employees, workers in our value chain, members of the communities where we operate, or others who are affected by our activities. • We are committed to providing a workplace free of discrimination where all employees can fulfill their potential based on merit and ability.	• Teck's Human Rights Policy • Teck's Equity, Diversity and Inclusion Policy • Our Approach to Human Rights • Our Approach to Our People and Culture • Our Approach to Value Chain Management • Teck's Respectful Workplace Policy
Right to adequate standard of living[53]	• We strive to deal with everyone in a fair and open manner, and our employees strive to conform to the spirit and intent, as well as the technical requirements, of all contracts we enter into and all laws, regulations and rules that govern us. • We support sustainable development, and we willingly accept our responsibility to continuously improve our production practices to the benefit of our shareholders, employees, local communities and society at large. • We diligently seek not to infringe, directly or through complicity in acts of others, on the human rights of our employees, workers in our value chain, members of the communities where we operate, or others who are affected by our activities.	• Teck's Water Policy • Teck's Human Rights Policy • Our Approach to Water Stewardship • Our Approach to Tailings Management • Our Approach to Human Rights
Right to clean water and sanitation[54]	• We are committed to protecting water and the life it sustains by being an industry leader in water stewardship. • We diligently seek not to infringe, directly or through complicity in acts of others, on the human rights of our employees, workers in our value chain, members of the communities where we operate, or others who are affected by our activities.	• Teck's Water Policy • Teck's Human Rights Policy • Our Approach to Water Stewardship • Our Approach to Tailings Management • Our Approach to Human Rights
Right to health[55]	• We will identify and manage occupational health and hygiene exposures for the protection of longer-term health. • We are committed to working with suppliers who establish, maintain and rigorously enforce practices that are protective of worker health and safety. Suppliers' personnel should be adequately trained, prepared and competent to perform their duties safely. • Actual and potential risks to worker health or safety should be identified, assessed and eliminated or managed throughout the activities involved in sourcing and supplying goods and the performance of services by suppliers.	• Teck's Health and Safety Policy • Teck's Expectations for Suppliers and Contractors • Our Approach to Health and Safety • Our Approach to Water Stewardship • Our Approach to Human Rights
Right to land[56]	• We are committed to building respectful relationships through early, inclusive dialogue and collaborative processes. • We provide the resources to build the capacity of both Indigenous Peoples and Teck for meaningful dialogue. • We work to incorporate Indigenous Peoples' perspectives and traditional knowledge into company decision-making throughout the mining life cycle to enhance benefits and address impacts.	• Teck's Indigenous Peoples Policy • Our Approach to Relationships with Indigenous Peoples • Our Approach to Relationships with Communities

[52] UDHR, ICCPR, ICESCR, International Labour Organization Core Conventions (ILO).
[53] UDHR, ICESCR.
[54] Resolution A/RES/64/292. UN General Assembly, July 2010, Resolution A/RES/70/169, UN General Assembly, December 2015.

[55] ICESCR.
[56] UDHR (privacy and property), ICCPR (no forced eviction), ICESCR (no forced eviction).

MANAGEMENT APPROACH TO SUSTAINABILITY

| Responsible Business | Environmental Management | Emergency Preparedness | Relationships with Indigenous Peoples | Health and Safety | Climate Change | Relationships with Communities | Water Stewardship | Tailings Management | Our People and Culture | Business Conduct | Biodiversity | Mine Closure | Value Chain Management | **Human Rights** | Air Quality | Circularity |

Salient Human Rights and Teck's Commitments (cont.)

Specific Human Right	Teck's Commitments	Relevant Policies, Management Approach and Targets
Right to self-determination[57]	• We support the provision of resources to build the capacity of communities, Indigenous Peoples and Teck to engage in meaningful, self-directed dialogue. • We work to incorporate Indigenous Peoples' perspectives and traditional knowledge into company decision-making throughout the mining life cycle to enhance benefits and address impacts. • We are committed to working to achieve the free, prior and informed consent of Indigenous Peoples when proposing new or substantially modified projects. • We are committed to working with Indigenous Peoples to achieve self-defined community goals that provide lasting benefits.	• Teck's Indigenous Peoples Policy • Our Approach to Relationships with Indigenous Peoples • Our Approach to Relationships with Communities
Right to enjoy just and favourable conditions of work[58]	• We are committed to conducting our business in an honest and ethical manner. • We are committed to providing a workplace free of discrimination where all employees can fulfill their potential based on merit and ability. • We are committed to upholding high moral and ethical principles, and we specify the basic norms of behaviour for those conducting business on our behalf (e.g., contractors).	• Code of Sustainable Conduct • Teck's Equity, Diversity and Inclusion Policy • Teck's Respectful Workplace Policy • Code of Sustainable Conduct • Our Approach to Value Chain Management
Right to take part in cultural life[59]	• We support the provision of resources to build the capacity of both Indigenous Peoples and Teck for meaningful dialogue. • We work to integrate Indigenous Peoples' perspectives and traditional knowledge into company decision-making throughout the mining life cycle to enhance benefits and address impacts.	• Teck's Indigenous Peoples Policy • Teck's Health and Safety Policy • Our Approach to Health and Safety • Our Approach to Relationships with Indigenous Peoples
Right to live in a clean, healthy and sustainable environment	• Through our sustainability strategy, we have set long-term goals that align with the right to live in a clean, healthy and sustainable environment. • We have an ongoing commitment to continuously improve air quality and reduce dust emissions for the benefit of workers, communities and the environment in areas affected by our activities. • We work to avoid, minimize or rehabilitate the effects of negative impacts on biodiversity at our operations. We have made a commitment to not explore or mine in World Heritage sites and to respect all legally designated protected areas, including International Union for Conservation of Nature (IUCN) category Ia, Ib, II, III or IV protected areas. Our activities span a range of areas of high biodiversity value, and we continue to work towards securing a net positive impact on biodiversity. • In 2022, we set a goal to be a nature positive company by 2030. We are working to achieve this by conserving or rehabilitating at least three hectares for every one hectare affected by our mining activities. • We are committed to climate action and have a strategic priority to achieve net-zero Scope 1 and Scope 2 emissions across our operations by 2050 with the interim goal of net-zero Scope 2 emissions by 2025.	• Teck's Sustainability Strategy • Our Approach to Water Stewardship • Teck's Climate Change Policy

[57] UDHR, ICCPR.
[58] UDHR, ICESCR.
[59] UDHR, ICCPR, ICESCR, International Labour Organization Core Conventions (ILO).

MANAGEMENT APPROACH TO SUSTAINABILITY

| Responsible Business | Environmental Management | Emergency Preparedness | Relationships with Indigenous Peoples | Health and Safety | Climate Change | Relationships with Communities | Water Stewardship | Tailings Management | Our People and Culture | Business Conduct | Biodiversity | Mine Closure | Value Chain Management | **Human Rights** | Air Quality | Circularity |

Our Targets and Commitments

In order to verify the effective management of our human rights risks, the following table discusses human rights-related assurance processes at Teck. Following each of these types of assurance, applicable management teams use the results to inform future actions, close gaps, and define resource allocation and actions for Teck's five-year planning process.

We report on our performance against indicators related to human rights on an annual basis in our Sustainability Report.

Assurance Related to Human Rights

Teck implements the bespoke integrated assurance model, which audits internal controls and the effectiveness of the controls. These assurance activities include:

- Internal sustainability assurance audits and mid-term effectiveness reviews conducted at sites by Teck's Sustainability Assurance team

- External assurance by independent third-party assurance providers for relevant regulatory and voluntary membership requirements

Following each of these processes, the applicable management teams use the results to inform future actions and to contribute to Teck's five-year planning process.

Assurance Related to Human Rights

Type	Organization	Items Reviewed
Internal	Teck (risk-based sustainability audits)	• Adherence to regulatory and permit requirements • Effectiveness of controls based on risk profile • Sustainability Standards
External	International Council on Mining and Metals: Sustainability Report Assurance and Performance Expectations	• Principle 2: Integrate sustainable development in corporate strategy and decision-making processes (Performance Expectation 2.2) • Principle 3: Respect human rights and the interests, cultures, customs and values of workers and communities affected by our activities (Performance Expectations 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9) • Principle 4: Implement effective risk-management strategies and systems based on sound science, and which account for stakeholder perceptions of risks (Performance Expectations 4.1 and 4.2)
External	Mining Association of Canada: Towards Sustainable Mining assurance (MAC-TSM)	TSM Responsible Sourcing Alignment Supplement: • Criteria 10: UN Guiding Principles on Business and Human Rights • Criteria 11: Conflict-Affected and High-Risk Area Due Diligence • Criteria 12: Resettlement • Criteria 13: Security and Human Rights • Criteria 14: Labour Rights • Criteria 16: Remuneration and Terms of Employment • Criteria17: Diversity and Women in Mining
External	The Copper Mark (Version 1, 2020)	Risk Readiness Assessment Criteria: • Issue area 2: Business Integrity • Issue area 5: Child Labor • Issue area 6: Forced Labor • Issue area 7: Freedom of Association and Collective Bargaining • Issue area 8: Discrimination • Issue area 10: Working Hours • Issue area 11: Remuneration • Issue area 26: Human Rights • Issue area 27: Security and Human Rights

OUR APPROACH
TO AIR QUALITY

GRI Indicators: 2-23, 2-24, 2-26, 2-27, 2-28, 2-29, 3-3, 305-7, 307-1

MANAGEMENT APPROACH TO SUSTAINABILITY

| Responsible Business | Environmental Management | Emergency Preparedness | Relationships with Indigenous Peoples | Health and Safety | Climate Change | Relationships with Communities | Water Stewardship | Tailings Management | Our People and Culture | Business Conduct | Biodiversity | Mine Closure | Value Chain Management | Human Rights | **Air Quality** | Circularity |

Which Teck sites does this document apply to?

This section summarizes our approach to managing air quality. This section applies to all Teck-controlled[60] sites, inclusive of contractor activities. This does not include operations in which Teck has/had an ownership interest but does not have operational control.

CONTEXT

Managing air quality is an important part of the environmental management programs at all of our operations. Air pollutants associated with mining and mineral processing can include particulate matter (e.g., fine and coarse dust that can include metals) and gases.

Dust at operations is generated by a variety of sources, such as vehicle traffic on mine roads, dumping rock onto waste piles, and blasting and crushing. Dust can also be generated during the transportation of mineral products along the supply chain. If not appropriately managed, the release of these materials has the potential to create health, environmental or esthetic concerns and negative impacts among our stakeholders. Due to the nature of the processes that generate dust, if improperly managed, this can be a systemic and ongoing concern.

Our communities and stakeholders have increasingly identified air quality as a key concern at many of our operations. Effectively managing air quality is integral to our sustainability strategy and for building positive relations with surrounding communities. Our goal is to continually improve air quality and reduce dust emissions in areas affected by our activities for the benefit of workers, communities and the environment.

GOVERNANCE AND ACCOUNTABILITY

Accountability and Resourcing

The Board of Directors, through its Safety and Sustainability Committee, broadly oversees health, safety, environment and community policies, systems, performance and auditing, including implementation of Teck's sustainability-related standards (Sustainability Standards).

The following senior leaders at the corporate level are involved in implementing the management of air quality:

• The Executive Vice President (EVP) and Chief Legal and Sustainability Officer (CLSO) reports directly to the President and Chief Executive Officer (CEO) and is responsible for protecting the company's legal interests, ensuring compliance with laws, regulations and ethical standards, mitigating risks, guiding and implementing strategies to maintain and strengthen Teck's community and Indigenous relationships, and driving sustainability initiatives

• The EVP and Chief Operating Officer, who reports directly to the President and CEO, is responsible for driving safety, operational excellence and asset optimization at Teck's operations across the North American and Latin American regional business units

• The Chief Sustainability Officer (CSO) reports to the EVP and CLSO and is responsible for guiding strategy and establishing governance and standards to drive enterprise sustainability performance, community and Indigenous affairs, environment and permitting

• The Vice President, Environment reports to the CSO and oversees the work conducted by site-based air quality leads, and provides air management expertise in researching, evaluating and sharing best practices to provide for consistency across the organization, and to support operations and resource development projects

At each of our operations, we have a designated team leading Teck's work in managing air quality. These employees are responsible for monitoring emissions into the air and using the results to inform and implement improved air management practices. See the Responsible Business section on page 3 for more details on our sustainability governance structure.

Policies and Standards

Our Code of Sustainable Conduct outlines our commitment to continually improve our environmental practices and to ensure they are fully integrated into each of our activities.

Teck's Sustainability Standards outline the framework for the identification and effective management of sustainability risks and opportunities, including those related to air quality, and define a process for continual improvement.

Memberships, Partnerships and External Commitments

• International Council on Mining and Metals (ICMM): A global industry association that represents leading international mining and metals companies who are required to implement the ICMM Principles, the Position Statements and the Performance Expectations, which include criteria related to air emissions.

• Mining Association of Canada (MAC)—Towards Sustainable Mining (TSM): A Canadian industry association that promotes the development of the country's mining and mineral processing industry, works with governments on policies applicable to the sector, and promotes the value that mining brings to the economy and the daily life of Canadians while operating responsibly using the Towards Sustainable Mining Protocols.

• The Copper Mark (including multi-metals Zinc Mark and Molybdenum Mark): A multi-metals assurance framework developed by the International Copper Association to promote responsible practices and to demonstrate the contribution of the transition minerals industry to the United Nations Sustainable Development Goals. The Copper Mark includes criteria related to pollution from air emissions.

• International Organization for Standardization (ISO) 14001: An international standard that specifies the requirements for an environmental management system that organizations use to manage environmental responsibilities in a systematic way to enhance environmental performance.

• Trail Area Health & Environment Program: A partnership between community, industry and government to ensure a healthy community in Trail while supporting resource development

APPROACH TO MANAGING AIR QUALITY

Managing air quality has been a part of the environmental management activities at our operations for many years. In light of increasing focus on potential health issues associated with exposure to particulate matter, combined with growing regulatory requirements and the relevance to our operations, air quality is a focus area of our sustainability strategy.

Improving Air Quality

We implement numerous measures to minimize impacts on the local air quality within the vicinity of our operations. Depending on the specific activities and conditions at each operation, these measures may include:

• Wetting roads

• Applying sealants and dust suppressants to material stockpiles, roadways and railcars

• Minimizing exposure of tailings and other materials to air where possible

• Storing and handling materials indoors, where feasible

• Enclosing ore stockpiles, where feasible

• Using ventilation systems with particulate filtration for conveyors and buildings

• Modifying blasting practices to reduce dust

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[60] Teck-controlled refers to situations where Teck has the ability to exert decision-making authority over an activity or location.

MANAGEMENT APPROACH TO SUSTAINABILITY

| Responsible Business | Environmental Management | Emergency Preparedness | Relationships with Indigenous Peoples | Health and Safety | Climate Change | Relationships with Communities | Water Stewardship | Tailings Management | Our People and Culture | Business Conduct | Biodiversity | Mine Closure | Value Chain Management | Human Rights | **Air Quality** | Circularity |

Monitoring and Reporting

Through our air quality programs in place at our operations, we regularly monitor and report on sources of air emissions and on ambient air quality at our operations. Monitoring methods, which may vary by operation, include real-time particulate and gas monitors, and high-volume monitors programmed to sample air over a 24-hour period, as well as dust fall jars for assessing dust levels over longer periods.

Information collected from both on-site and off-site weather stations, in conjunction with data collected from our air monitoring programs, allows us to determine relationships between dust and gas levels, wind patterns and precipitation. In addition, these local weather stations facilitate timely responses to changes in weather patterns that may affect the surrounding air quality. We review and adjust activities, based on monitoring results, to maintain or improve air quality and to reduce fugitive dust associated with our activities.

Managing Incidents Related to Air Quality

Teck defines an incident as an "undesirable event arising from company activities that is both unplanned and uncontrolled, regardless of the severity of consequences". In the vast majority of cases, incidents are immediately managed and have no significant implications.[61] We actively monitor and manage all incidents related to our activities, including those related to health and safety, communities and the environment. Company-wide criteria have been established for sites to identify, report and evaluate the severity and consequences of incidents. Sites are expected to follow up on all incidents identified to understand the impacts and to implement corrective actions wherever possible, with more significant incidents potentially subject to an in-depth root cause investigation. We report any significant incidents[62] related to air quality annually in our Sustainability Report and share our learnings across the mining industry.

Managing Employee and Community Feedback

Teck provides response mechanisms at every operation and project and in every exploration region to specifically ensure that those who want to provide feedback on our business practices—whether it's a comment, question, concern, complaint or compliment—are able to do so easily and, if they wish, anonymously. See the Relationships with Communities section on page 34 for more details on how we manage community feedback and grievances.

Doing What's Right is our program designed to maintain an ethical and safe workplace and uphold the moral and ethical principles within our Code of Ethics. It also specifies the basic norms and behaviours for those conducting business on our behalf. See the Business Conduct section on page 56 for more details on this program.

Transportation Dust Management

We work with our trucking, railway and ocean vessel transportation partners in Canada, the United States and South America to minimize the risk of our products releasing fugitive dust during transit. We work to prevent dust emissions during the transportation and storage of our copper and zinc concentrates by hiring qualified trucking, railway and ocean vessel transportation companies who use a variety of containment systems, including covered trailers, railcar covers and closed-hold vessels.

We also work with our port terminal suppliers to manage dust on-site, including the use of customized containment and material handling structures and equipment. All concentrates are received, handled and stored by terminal operators in enclosed warehouse sheds.

Our Targets and Commitments

Our targets related to air quality are included as part of our health and safety targets, including our goal to contribute to the elimination of occupational disease by

implementing new technologies for real-time exposure monitoring to improve exposure controls for dust and welding fumes by 2025.

For more information on sustainability strategy goals, see the Sustainability Strategy section of our website. We report on our performance against indicators related to air quality on an annual basis in our Sustainability Report.

Assurance Related to Air Quality

Teck implements the bespoke integrated assurance model, which audits internal controls and the effectiveness of the controls. These assurance activities include:

- Internal sustainability assurance audits and mid-term effectiveness reviews conducted at sites by Teck's Sustainability Assurance team
- External assurance by independent third-party assurance providers for relevant regulatory and voluntary membership requirements

Following each of these processes, the applicable management teams use the results to inform future actions and to contribute to Teck's five-year planning process.

Assurance Related to Air Quality

Type	Organization	Items Reviewed
Internal	Teck (risk-based sustainability audits)	• Adherence to regulatory and permit requirements • Effectiveness of controls based on risk profile • Sustainability Standards
Internal	ISO 14001 Internal Audit	• Components of the environmental management system at each certified site
External	International Council on Mining and Metals: Sustainability Report Assurance and Performance Expectations	• Total SO_2 emissions from stacks, and from stationary and mobile fossil fuel combustion • Principle 6: Pursue continual improvement in environmental performance issues, such as water stewardship, energy use and climate change • Performance Expectation 6.4: Prevent pollution and manage releases and waste
External	Mining Association of Canada: Towards Sustainable Mining (TSM)	• TSM Responsible Sourcing Alignment Supplement: Criteria 22: Emissions to Air
External	The Copper Mark (Version 1, 2020)	Risk Readiness Assessment Criteria: • Issue area 20: Pollution
External	ISO 14001 External Audit	• Components of the environmental management system at each certified site

OUR APPROACH
TO CIRCULARITY

GRI Indicators: 2-23, 2-24, 2-26, 2-27, 2-28, 2-29, 3-3, 306-1, 306-2, 306-3, 306-5

MANAGEMENT APPROACH TO SUSTAINABILITY

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Which Teck sites does this document apply to?

This section summarizes our approach to advancing circularity and how Teck contributes to the broader circular economy. This section applies to all Teck-controlled[63] sites inclusive of contractor activities. This does not include operations in which Teck has/had an ownership interest but does not have operational control.

Performance information related to circularity: See our Annual Sustainability Report, available for download on our website.

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CONTEXT

Teck provides minerals and metals that are critical to the low-carbon future and that play an important role in the circular economy due to their high durability and recyclability. In producing these minerals and metals, we apply the principles of circularity at a site level, through our value chain, and at a larger scale that brings benefits to the communities and environments where we operate and that reduces our impact.

Our commitments to increased circularity and our contributions to the broader circular economy are demonstrated in three key areas:

- Responsible production across our business and across the mine life of our operations, including minimizing waste and impacts on nature, and delivering benefits to the local region

- Provision of key metal recycling services, including partnering with related businesses to support larger networks and markets for recycled materials

- Collaboration with industry and downstream partners to increase the circularity of commercial and consumer products after our minerals and metals have entered the market

GOVERNANCE AND ACCOUNTABILITY

Accountability and Resourcing

The Board of Directors, through its Safety and Sustainability Committee, broadly oversees health, safety, environment and community policies, systems and performance, including the implementation of Teck's sustainability-related standards (Sustainability Standards). The following senior leaders are involved in advancing circularity and implementing circular practices at the corporate level:

- The Executive Vice President (EVP) and Chief Legal and Sustainability Officer (CLSO) reports directly to the President and Chief Executive Officer (CEO) and is responsible for protecting the company's legal interests, ensuring compliance with laws, regulations and ethical standards, mitigating risks, guiding and implementing strategies to maintain and strengthen Teck's community and Indigenous relationships, and driving sustainability initiatives

- The EVP and Chief Operating Officer, who reports directly to the President and CEO, is responsible for driving safety, operational excellence and asset optimization at Teck's operations across the North American and Latin American regional business units

- The EVP and Chief Commercial Officer, who reports directly to the President and CEO, is responsible for supply, marketing and logistics, managing supply chain risk, customer engagement and providing strategic direction for materials stewardship activities at Teck

- The Chief Sustainability Officer (CSO) reports to the EVP and CLSO and is responsible for guiding strategy and establishing governance and standards to drive enterprise sustainability performance, community and Indigenous affairs, environment and permitting

- The Vice President, Environment oversees compliance with environmental standards for projects, operations and our legacy properties, and regularly reviews environmental performance risks and strategic issues, including nature, climate change, water, tailings, air and waste

Policies and Standards

Teck's approach to advancing circularity and implementing circular practices across the company is addressed through several Teck policies and guidance documents. Our Code of Sustainable Conduct outlines our commitment to sustainable development, including reducing negative environmental, social and economic impacts; maximizing positive opportunities; and promoting the responsible supply of materials and the responsible use of our products.

Our Expectations for Suppliers and Contractors communicate Teck's expectations for suppliers of goods and contractors performing services for or on behalf of Teck. The expectations include our requirement that suppliers and service providers address issues relating to environmental stewardship, as well as human rights, ethics, local communities, Indigenous Peoples, and health and safety.

Teck's policies related to Water, Tailings Management, Human Rights and Indigenous Peoples provide additional detail and requirements related to our approach to circularity and responsible production. Our mineral sourcing program applies to concentrates that are received from mines for processing at our Trail Operations and is in compliance with the London Bullion Market Association (LBMA) Responsible Silver Guidance and the London Metal Exchange (LME) Responsible Sourcing program, which are also aligned with the Organisation for Economic Co-operation and Development (OECD) programs for Responsible Supply Chains of Minerals.

The above codes, expectations and policies are put into practice through our Sustainability Standards, which provide a framework for the identification and effective management of sustainability risks and opportunities, and promote continuous improvement. The standards were modelled after the International Organization for Standardization (ISO) management standard 14001, OHSAS 18001 standards and U.S. Environmental Protection Agency (EPA) compliance-focused Environmental Management System guidance. Key internal standards that are relevant to the circular economy include environment, social performance, risk management and materials stewardship standards.

Memberships, Partnerships and External Commitments

We work with various industry associations to support increased circularity and to contribute to the broader circular economy:

- **International Council on Mining and Metals (ICMM):** A global industry association that represents leading international mining and metals companies who are required to implement the ICMM Principles, the Position Statements and the Performance Expectations, which include criteria related to circularity.

- **Mining Association of Canada (MAC)—Towards Sustainable Mining (TSM):** A Canadian industry association that promotes the development of the country's mining and mineral processing industry, works with governments on policies applicable to the sector, and promotes the value that mining brings to the economy and the daily life of Canadians while operating responsibly using the Towards Sustainable Mining Protocols.

- **The Copper Mark (including multi-metals Zinc Mark and Molybdenum Mark):** A multi-metals assurance framework developed by the International Copper Association to promote responsible practices and to demonstrate the transition minerals industry's contribution to the United Nations Sustainable Development Goals. The Copper Mark includes criteria related to waste management and due diligence in supply chains.

- **International Organization for Standardization (ISO) 14001:** An international standard that specifies the requirements for an environmental management system that organizations use to manage environmental responsibilities in a systematic way to enhance environmental performance.

- **International Copper Association (ICA):** Brings together the global copper industry to develop and defend markets for copper and to make a positive contribution to society's sustainable development goals. The ICA's Joint Due Diligence Standard is applicable to copper, lead and zinc, and ensures compliance with OECD standards for responsible supply chains for minerals.

63 Teck-controlled refers to situations where Teck has the ability to exert decision-making authority over an activity or location.

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- **International Lead Association:** An organization dedicated to serving lead producers and other companies that have a direct interest in lead and its use.

- **International Zinc Association (IZA):** A non-profit organization that promotes the role that zinc plays in product applications, human health and crop nutrition. We participate in the IZA's programs that have a strategic focus in the areas of environment and sustainable development, technology and market development and communications.

- **International Molybdenum Association (IMOA):** An organization representing the majority of the molybdenum industry worldwide that works to raise awareness about the unique properties of molybdenum, its beneficial effects on materials performance, its safety in use and its contribution to sustainable development.

We also actively participate in organizations in our downstream value chain, including the American Galvanizers Association (AGA), Association of Battery Recyclers (ABR), Battery Council International (BCI), Galvanizers Association (GA), London Bullion Market Association (LBMA) and the London Metal Exchange (LME). A full list of Teck's memberships, partnerships and external commitments related to sustainability is available on our website.

APPROACH TO ADVANCING CIRCULARITY

Our mine designs seek to avoid areas of high cultural and ecological value, to minimize disturbed areas, to reduce impacts on water and biodiversity, and to incorporate progressive rehabilitation and plans for closure. We also look to improve efficiencies and recoveries through mining and at our processing facilities and refinery complex, such that we minimize waste and emissions generated from production.

Learn more about our commitments and approach to nature, climate change, community relationships and other topics on our website.

In the mining industry, critical aspects of the circular transition include process circularity, which are processes that minimize, reuse and ultimately eliminate waste, and product circularity, which includes product design and collection processes that harvest and reuse metals indefinitely.[64] For Teck, focus areas for these critical aspects include waste management at our operations and provision of recycling services at Trail.

Process Circularity

We continually improve our waste management practices so that we can avoid waste at the source wherever possible and minimize waste by adopting best operational and circular practices. This approach allows Teck to provide the minerals and metals that the world needs while minimizing potential impacts from our mines and ensuring that benefits are delivered to local communities and the environment. A key component of how we manage waste at each operation is by complying with applicable standards and regulations. All our operations have waste management aspects in their permits, and several operations have waste-specific policies aligned with their permit requirements.

See the Mine Closure section on page 65 for details on Teck's approach to decommissioning waste facilities.

We divide waste into two main categories: mineral waste and non-mineral waste, which are further divided into several subcategories.

Mineral Waste

Based on volume, mineral waste is the most significant waste type generated by Teck. We characterize mineral waste as waste rock and tailings. Teck uses internal and independent third-party subject matter experts to design our mineral waste storage facilities. Mineral waste storage methods are determined based on site-specific conditions and industry good practices.

- **Waste Rock:** Waste rock, which is material that is removed to access ore, typically contains trace amounts of naturally occurring metals and other constituents. The bulk of waste rock from our operations is placed in areas that are specifically designed to contain the rock.

Waste rock is also used for reclamation activities and to construct dams, roads and similar structures. Long-term storage of waste rock is conducted in accordance with closure plans and approved by regulatory authorities. These plans typically include contouring, covering and revegetation to achieve established land use objectives.

A portion of waste rock may be susceptible to geochemical instability, such as oxidation processes, which can in turn lead to leaching of the trace metals and minerals from the rock. In these cases, management practices are used to reduce the potential for leaching to occur and/or to mitigate effects, should leaching occur.

See the Mine Closure section on page 65 for details on Teck's approach to decommissioning waste facilities.

- **Tailings:** Tailings are materials rejected from a mill after recoverable valuable minerals have been extracted. These materials are typically stored in tailings storage facilities. See the Tailings Management section on page 43, as well as our website for more information.

See the Water Stewardship section on page 39 for details on protecting water quality and acid rock drainage from mined materials.

Non-Mineral Waste

Teck also generates non-mineral waste. Non-mineral waste includes waste generated from overall activities such as construction, packaging, maintenance and office activities, and is further categorized as non-hazardous and hazardous waste. Non-mineral waste excludes waste generated from extraction and processing. Our strategic intent is to apply the waste management hierarchy (prevent, reduce, reuse, recover, dispose) to reduce the generation of non-mineral waste, to explore long-term viable alternatives, and to divert waste from disposal through reuse and recycling whenever possible. These waste materials are segregated and disposed of in accordance with material-specific waste management plans and regulatory requirements, mitigating potential impacts on human health and the environment. For non-mineral wastes, storage and/or disposal is determined based on regulatory requirements, on product

information provided by vendors, and on requirements from waste management suppliers specific to each site's applicable factors.

The following categories of non-mineral waste are products of Teck's operations:

- **Hazardous Waste:** At Teck, waste is considered hazardous if it is defined as such by jurisdictional regulatory regimes. The primary industrial hazardous wastes produced at our operations include waste oil, solvents, antifreeze, paint and batteries. We collect and store hazardous waste in a responsible manner and in accordance with regulatory requirements. Licensed contractors recycle or dispose of this waste off-site in line with legislative obligations. Teck's Materials Stewardship program commissions and conducts risk-based hazardous waste site assessments for our operations so that our hazardous wastes are handled and disposed of safely by waste management companies.

- **Non-Hazardous Waste:** The most significant types of non-hazardous waste streams include contaminated solids and liquids, scrap metal, wood waste, glass, tires, e-waste, cardboard and paper.

- **Industrial Waste:** Industrial waste is a subcategory of non-mineral waste, which includes types of waste generated by industrial processes; it excludes municipal/domestic waste streams. Significant industrial waste streams at Teck include metallurgical waste, sludges, process residuals (i.e., water treatment), haul truck tires, construction and demolition debris, equipment and contaminated soil. We have established site-based industrial waste inventories and are working on plans to turn this waste into useful and appropriate products.

Our mine designs balance resource development with environmental, social and economic considerations. While the natural environment constrains where and in what form minerals are found, there are economic drivers to targeting higher mineral grades and promoting high recovery through processing. At the same time, mine designs and activities look to minimize waste generation and the associated costs of waste handling and storage.

[64] Mining and the Circular Economy. ICMM. 2023.

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MANAGEMENT APPROACH TO SUSTAINABILITY

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We recognize that our activities generate waste as a result of geology, extraction methods and process efficiencies. While most waste generated through mining is inert, mining waste can include constituents that can have environmental impacts. By adopting best operational and circular practices, we seek to continually improve our mineral and non-mineral waste management practices so that wherever possible, we can avoid waste at the source and minimize waste.

Recycling at Teck

Recycling is an important aspect of the circular economy, as it conserves scarce natural resources, reduces the amount of waste that must be burned or buried, and helps to sustain the environment for future generations. At Teck, we recycle in accordance with international, national, provincial and local requirements, and we aim to exceed these requirements. Our goal is to continually improve recycling at our operations by identifying and sharing best practices throughout the company—including ongoing assessments of our recycling and reuse practices. We apply the methods and definitions as described below.

- Recycling for value recovery: treating materials to create a renewed value for Teck in their new form
- Industrial waste processing: treating end-of-life materials generated from our own operations and from other sources
- Non-hazardous waste recycling: recycling of items such as newspaper, bottles, cans and organics

Managing Incidents Related to Waste

Teck defines an incident as an "undesirable event arising from company activities that is both unplanned and uncontrolled, regardless of the severity of consequences". Sites are required to actively monitor and manage all incidents related to their activities, including those related to health and safety, communities and the environment. Company-wide criteria have been established for sites to identify, report and evaluate the severity of consequences of incidents.

Teck is committed to preventing waste-related incidents, including spills, leaks or releases of hazardous or non-hazardous materials to the environment. When an incident does occur, Teck supports all safe response requirements, to eliminate or minimize the adverse effects of the event on communities and the environment, and to protect the health and safety of our employees and contractors. We have incident and spill management plans as well as mine emergency response plans at all our sites. See the Emergency Preparedness and Planning section on page 14 for more information.

Sites are expected to follow up on all incidents identified to understand the impacts and implement corrective actions wherever possible, with more significant incidents potentially subject to an in-depth root cause investigation. We also report any significant incidents[65] related to waste management, including spills, in our Sustainability Report and we share learnings from Teck across the mining industry.

Product Circularity

Mining provides the primary metals and minerals needed to support global development and our transition to a low-carbon economy. While metals are unique, in that they are highly durable and infinitely recyclable, there simply is not enough metal currently available or accessible for recycling to meet our global demands.

Our products are of high quality and meet or exceed customer specifications in terms of product characteristics and physical properties. We conduct analyses to show how these specifications are met, and we provide full disclosure of this information to our customers so that our products are used or handled appropriately.

Our products from the mines and refinery are transported by combinations of truck, rail, container and vessel. Transport involves handling at various stages of a product's journey, as well as temporary storage at facilities such as rail load-outs, warehouses, and port facilities. Teck provides relevant information and classification of products to support these activities along the logistics network.

Value Chain

Teck requires a wide range of materials, supplies and external services to run our operations. This part of our value chain is important to overall responsible production, as recognized in Teck's Expectations for Suppliers and Contractors. We select suppliers and contractors based on commercial requirements and sustainability performance, including the degree of alignment between their sustainability policies and Teck's Expectations and Sustainability Standards.

While Teck maintains access to global markets in part by demonstrating responsible practices in our operations and along our transportation corridors, we have similar expectations of our customers. Besides reflecting geographic diversity, we select our customers based on regulatory requirements of applicable countries or regions, as well as risk-based evaluations that consider financial and commercial terms, export and import considerations, and applicable laws, international conventions, and industry standards.

A key component of Teck's governance related to customers and downstream use of our products involves our Master Materials List. As part of this, we sanction product use (and exclude certain uses and customers/regions) and are committed to knowing our customers at an organizational level and to evaluating risks of their performance.

Providing Recycling Services to Support the Circular Economy

The unique metal recycling services provided by Teck are a critical component of the circular economy, enabling the circular principle of keeping materials in use for as long as possible. Teck operates one of the world's largest fully integrated zinc and lead smelting and refining complexes, which is also one of the largest metal recycling centres in North America. Our Trail Operations produces refined zinc and lead; a variety of precious and specialty metals; chemicals, fertilizers and ferrous granules; and metal-containing by-products that are sold for further processing.

Trail Operations takes in several end-of-life materials and urban ore feeds (lead batteries, alkaline batteries, cathode ray tube glass, zinc ferrites, mineral by-product from port facilities) that represent approximately 20% of the new feed to the lead circuit. By incorporating these used materials as feed to the circuit, metals are recovered and kept in circulation for reuse in new commercial or consumer products, thereby avoiding permanent disposal.

As the commercial and consumer economies become increasingly circular, Teck and our Trail Operations expect to continue to play a key role in the recovery of metal, the retention of this value and the ability to reuse these materials, thus prolonging their circulation. The need for existing and expanded recycling services is also expected to grow, given increased demand for materials to support the low-carbon transition, including technology, products and infrastructure that require large quantities of metals and minerals.

Collaborating for Increased Circularity of Commercial and Consumer Products

The mining industry is helping to advance the circular economy by working with customers and downstream product manufacturers to drive increased circularity through knowledge-sharing, innovation and partnerships. Teck's responsible production practices and expectations also extend through our logistics networks, to our customers and, ultimately, to consumer products. Through all of this, we continually look to reduce the intensity and direct effects of our business, and to responsibly manage environmental, social and governance issues.

In addition to mining practices within our operational control, Teck promotes the recovery and recycling of metals once they've entered consumer markets. We do this through industry associations like the Association of Battery Recyclers (ABR) and Battery Council International (BCI). We actively work with partners to develop new markets and new uses for materials that would otherwise be considered waste and require disposal. We also collaborate with commodity associations to understand the available stocks and flows globally of specific commodities such as copper and zinc.

MANAGEMENT APPROACH TO SUSTAINABILITY

| Responsible Business | Environmental Management | Emergency Preparedness | Relationships with Indigenous Peoples | Health and Safety | Climate Change | Relationships with Communities | Water Stewardship | Tailings Management | Our People and Culture | Business Conduct | Biodiversity | Mine Closure | Value Chain Management | Human Rights | Air Quality | **Circularity** |

Managing Employee and Community Feedback

Teck provides response mechanisms at every operation and project and in every exploration region to specifically ensure that those who want to provide feedback on our business practices—whether it's a comment, question, concern, complaint or compliment—can do so easily and, if they wish, anonymously. See the Relationships with Communities section on page 34 for more details on how we manage community feedback and grievances.

Our *Doing What's Right* program is designed to maintain an ethical and safe workplace and uphold the moral and ethical principles within our Code of Ethics. It includes the Employee Concerns Disclosure Program, which deals with concerns from employees involving such issues as environmental violations. See the Business Conduct section on page 56 for more details on this program.

Our Targets and Commitments

Teck's sustainability strategy guides our long-term approach and goals related to circularity throughout the organization. Our current sustainability strategy was updated in 2020.

We have a strategic priority and goals related to waste management and to providing key metals recycling services, which support our position in the global transition to a low-carbon and increasingly circular economy.

Strategic Priorities:

- Be a leader in responsibly providing the metals and minerals needed for the transition to an economy focused on reducing waste and keeping products in use
- Work towards disposing zero industrial waste by the end of 2040

Goals:

- By the end of 2025, establish site-based industrial waste inventories and plans to turn waste into useful and appropriate products; based on these inventories and plans, set goals for industrial waste reduction
- By the end of 2025, develop and implement a responsible producer program and "product passport" that is traceable through the value chain
- Be a leader in product stewardship by continuing to implement our Materials Stewardship program and produce secondary metals at our Trail Operations

For more information on our sustainability strategy goals, see the Sustainability Strategy section of our website.

We report on our performance against indicators and goals related to circularity and waste management on an annual basis in our Sustainability Report.

Assurance Related to Circularity and Waste Management

Teck implements the bespoke integrated assurance model, which audits internal controls and the effectiveness of the controls. These assurance activities include:

- Internal sustainability assurance audits and mid-term effectiveness reviews conducted at sites by Teck's Sustainability Assurance team
- External assurance by independent third-party assurance providers for relevant regulatory and voluntary membership requirements

Following each of these processes, the applicable management teams use the results to inform future actions and to contribute to Teck's five-year planning process.

Assurance Related to Circularity and Waste Management

Type	Organization	Items Reviewed
Internal	Teck (risk-based sustainability audits)	• Adherence to regulatory and permit requirements • Effectiveness of controls based on risk profile • Sustainability Standards
Internal	ISO 14001 internal audits	• Components of the environmental management system at each certified site
External	International Council on Mining and Metals: Sustainability Report Assurance and Performance Expectations	• Hazardous waste directed to disposal off-site (tonnes) • Non-hazardous waste directed to disposal off-site (tonnes) • Principle 6: Pursue continual improvement in environmental performance issues, such as water stewardship, energy use and climate change (Performance Expectation 6.4) • Principle 8: Facilitate and support the knowledge base and systems for responsible design, use, reuse, recycling and disposal of products containing metals and minerals (Performance Expectations 8.1 and 8.2)
External	Mining Association of Canada: Towards Sustainable Mining	TSM Responsible Sourcing Alignment Supplement: • Criteria 9: Supply Chain • Criteria 20: Pollution Prevention and Waste Management • Criteria 25: Circular Economy
External	The Copper Mark (Version 1, 2020)	Risk Readiness Assessment Criteria: • Issue area 18: Waste management • Issue area 31: Due diligence in mineral supply chain