

Our People and Culture



Pictured above: Employee at Line Creek Operations, Canada.

Our People and Culture

While organizations were focusing on well-being and flexible working arrangements well before COVID-19, the workplace change caused by the pandemic has driven companies to fast-track the implementation of such policies and programs. The pandemic has also accelerated the creation of “super teams” in which people, combined with technology to leverage their capabilities, create groundbreaking improvements within organizations.³³

The mining industry has the chance to seize the opportunity that COVID-19 has created to adjust business and operating models through decentralizing work, strengthening diversity and cultural change, and challenging the status quo in terms of the mining workplace of the future.³³

At Teck, we know that supporting a diverse, safe and engaged workforce is foundational to our business. Throughout the pandemic, we have remained focused on operating safely and on responsibly maintaining employment and economic activity to the extent possible during this time. We want to be an employer of choice

and a company that continues to attract, develop and retain talented and engaged employees globally. We do this by investing in our people throughout their careers and by offering an equitable, diverse and inclusive workplace. For example, as of 2021, women made up 21% of Teck’s total workforce, compared to 20% in 2020, and 25% of Teck’s Board of Directors are women. We are also committed to providing training and development opportunities that will enable our workforce to adapt to the increasing use of technology and innovation in our business.

GRI Indicators and Topic Boundary

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

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

How Does Teck Manage This Topic?

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

³³ Tracking the trends 2021: Advancing the future of work. Deloitte. 2021.

2021 Highlights

Focused on strengthening diversity, with women making up **30%** of new hires in 2021; women now comprise **21%** of our total workforce, **29%** of senior management³⁴ and **25%** of the Board of Directors

\$1.8 billion

paid to employees in wages and benefits

Named one of **Forbes World's Best Employers 2021**

Named one of **Canada's Top 100 Employers** for the fifth consecutive year

Our Performance Related to Our People and Culture in 2021

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

Sustainability Strategy Goals	Status	Summary of Progress in 2021
Strategic Priority: Foster a workplace where everyone is included, valued and equipped for today and the future		
Goal: Increase the percentage of women working at Teck — including women in leadership positions — and advance inclusion and diversity initiatives across the company by 2025.	On track	There were 2,385 women working at Teck at the end of 2021, which represents 21% of the total workforce. In addition, 30% of total new hires in 2021 were women.
Goal: Equip our employees for future workplace and leadership needs, including upskilling and reskilling, by investing \$200 million in training and skills development programs by 2025.	On track	319 leaders completed one of our four leadership development programs. \$36 million invested in training and development.
Goal: Expand employee engagement opportunities, including employee-driven community initiatives and a company-wide feedback program, by 2025.	On track	Established baselines for inclusion and engagement based on the results of the company-wide Inclusion and Engagement Survey conducted in 2020. All operations continue to action improvement plans. Going forward, the survey will be conducted every two years and will serve as a key feedback mechanism for all regular and fixed-term employees. Provided \$110,000 in match funding through the Team Teck Community Giving program, which offers our employees the opportunity to amplify their donations to causes that they care about.

³⁴ See page 80 for the definition of senior management.

Performance Metrics

Indicator

% of female employees

Target

Increase % of female employees

2021:	21% female employees
2020:	20% female employees
2019:	20% female employees

Indicator

% of female employees in leadership positions⁽¹⁾

Target

Increase % of female employees in leadership positions

2021:	29% female employees in leadership positions
2020:	20% female employees in leadership positions
2019:	19% female employees in leadership positions

Indicator

% of total employee turnover

Target

Keep total employee turnover under 10% each year

2021:	8% total turnover
2020:	10% total turnover
2019:	10% total turnover

Indicator

Annual investment spend on training

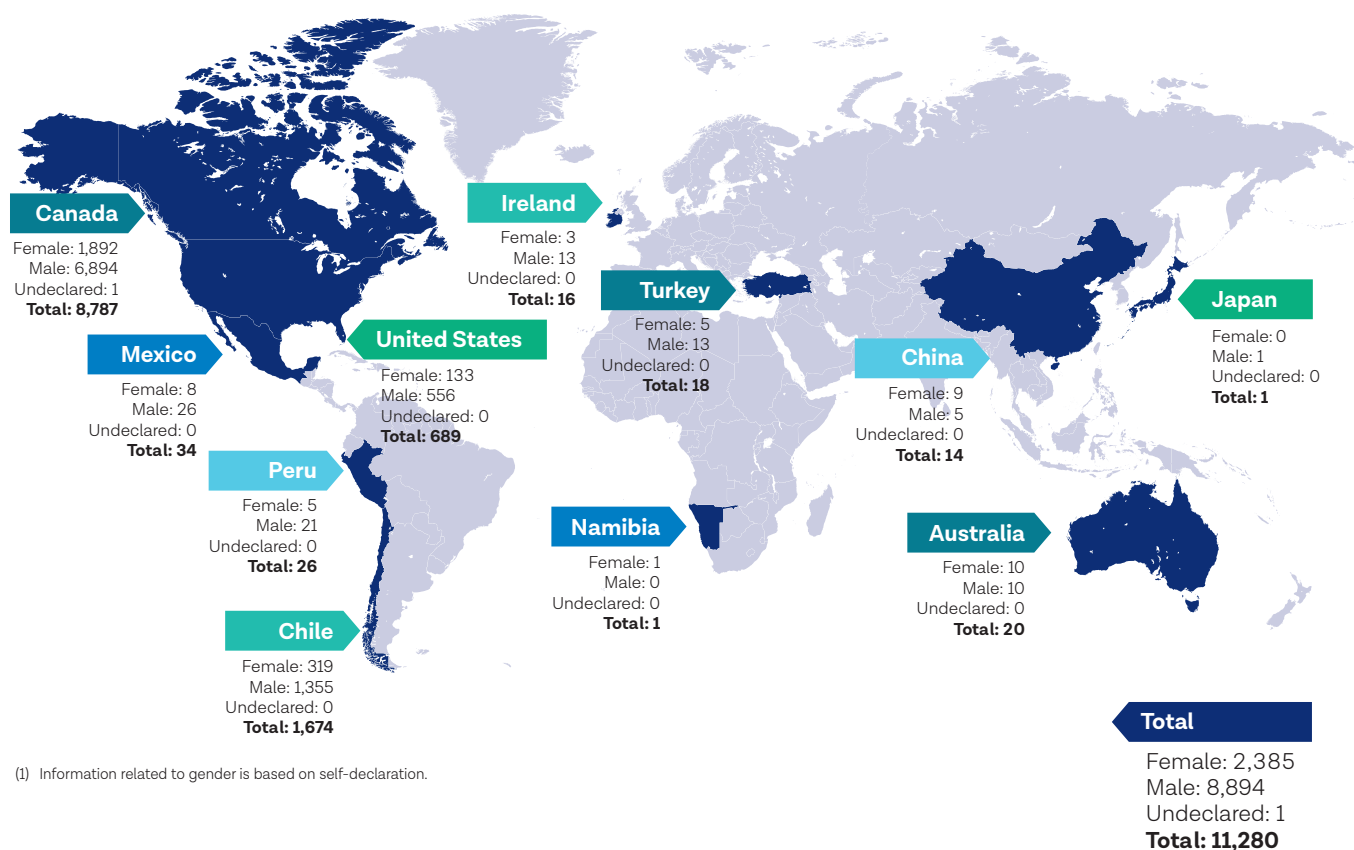
2021:	\$36 million
2020:	\$34 million
2019:	\$48 million

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

Global Workforce Demographic

At the end of 2021, there were 11,280 employees, temporary and permanent, working at Teck operations and offices.

Figure 20: Global Workforce in 2021⁽¹⁾



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

Figure 21: Global Workforce by Employment Level

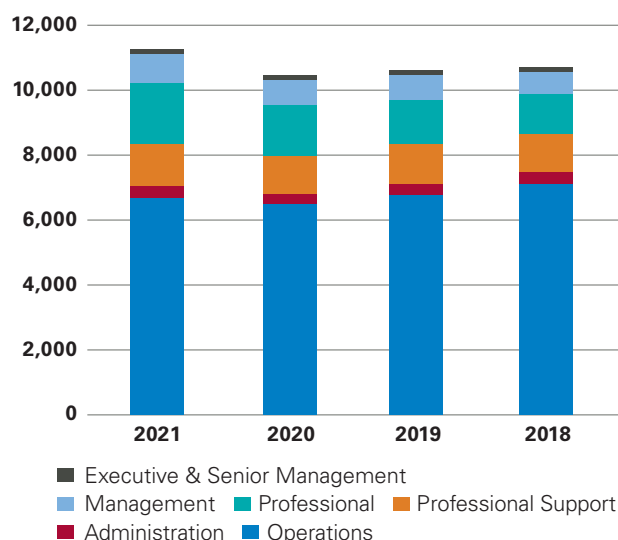
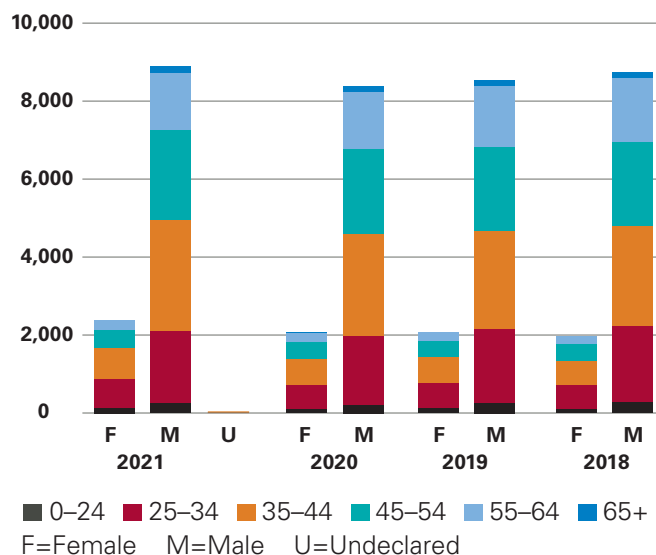


Figure 22: Global Workforce by Age and Gender⁽¹⁾



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

Labour Relations

In total, 51% of our workforce was unionized in 2021.³⁵ Table 23 presents a list of collective bargaining agreements covering unionized employees at our principal operations (including Antamina). In 2021, we reached new collective agreements with the United Steelworkers at our Fording River Operations, Elkview Operations and Coal Mountain mine, and with our three unions at Quebrada Blanca Operations. In 2021, Antamina reached an agreement with their union SUTRACOMASA. In early 2022, we reached a new collective agreement with the United Steelworkers at our Highland Valley Copper Operations. No strikes or lockouts took place in 2021.

Teck continued to work closely with our employees, unions and contractors to implement comprehensive preventive measures in response to COVID-19 to safeguard our employees and to support community efforts to limit transmission.

Table 23: List of Collective Agreements

Operation	Expiry Dates
Antamina	July 31, 2024
Cardinal River	June 30, 2022
Carmen de Andacollo	September 30, 2022 (Operators' Union) December 31, 2022 (Supervisors' Union)
Coal Mountain	December 31, 2026
Elkview	October 31, 2026
Fording River	April 30, 2027
Highland Valley Copper	September 30, 2026
Line Creek	May 31, 2024
Quebrada Blanca	January 31, 2025 (Union Admin) November 30, 2025 (Union 1) March 31, 2025 (Union 2)
Trail	May 31, 2022

³⁵ Does not include joint-venture workforce numbers.

Talent Attraction

Teck undertook a number of activities in 2021 to enhance our talent pipeline. We expanded our online [Careers portal](#) to provide more information to prospective employees, and added a student-focused section to support recruitment for the Co-Op program. In 2021, Teck's Co-Op program attracted a record number of applicants. The 'Beyond Work Program' for co-op students supports their education and development through virtual fireside chats, video contests related to student experiences at Teck, and other events. We also continued to conduct virtual recruitment events, such as

Teck's virtual Campus Coffee Conversations program for students from post-secondary institutions across Canada, and we attended virtual recruitment events hosted by the International Council on Mining and Metals (ICMM) and the Prospectors & Developers Association of Canada (PDAC). These and other activities help ensure Teck attracts top talent and a sufficient volume of applications to fill vacancies, with a focus on professionals-in-training such as engineers and geoscientists.

Table 24: New Hires by Age Group, Country and Gender in 2021⁽¹⁾

	Country	Under 30 years	30 to 50 years	Over 50 Years	Total
Female	Canada	233	210	31	474
	Chile	47	94	2	143
	United States	38	17	2	57
	Mexico	4	2	0	6
	Australia	0	3	1	4
	Turkey	2	1	0	3
	Female Total	324	327	36	687
Male	Canada	481	531	110	1,122
	Chile	31	215	33	279
	United States	54	98	28	180
	Mexico	4	14	3	21
	Turkey	2	2	0	4
	Australia	0	2	1	3
	Peru	0	3	0	3
	Ireland	0	2	0	2
	Male Total	572	867	175	1,614
	Grand Total	896	1,194	211	2,301

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

In 2021, 30% of total new hires (687) were women. For a breakdown of new hires by age group and gender, as well as

by employment type, see our online [2021 Sustainability Performance Data](#).

Case Study: Empowering Students Through Teck's Co-Op Program

For over 20 years, Teck has been employing students across our Canadian sites to provide personal and professional growth opportunities through our Co-Op Program. The objective of the program is to provide students with invaluable career-building skills and knowledge while providing an enriched learning experience. A key part of the program is the Student Experience Committee (SEC), a team of students responsible for connecting program participants across

our Canadian sites. From financial support to organizing networking events, we are focused on supporting students with career development and practical experience. In recognition of our program, in 2021, Teck was named as one of Canada's Top 100 Employers for Young People, which recognizes companies for their exceptional performance in attracting and training young workers. Read the full case study at teck.com/news/stories.

Retention, Training and Development

Teck is committed to the ongoing development of our people, with a focus on leadership development, safety training, new-hire training, cross-training, refresher training and knowledge transfer. We track training hours for activities related to the further development of employees' skills. These hours, which can include training provided by Teck trainers or by external consultants, include basic compliance training. In 2021, 97% of employees at Teck received training. We are currently in the process of upgrading our learning management system to further streamline and standardize the management and tracking of employee learning.

While some training was deferred or cancelled due to ongoing COVID-19 restrictions, we conducted several programs using an online format, including Leading for the Future and Leading for Excellence, our leadership development programs for supervisors and managers respectively. In partnership with Simon Fraser University, select employees also attended virtual courses for the Graduate Diploma in Business Education and the Executive Master of Business Administration. With the new configuration of our Learning Management System, we were also able to deliver new computer-based training modules on legal compliance, cybersecurity, COVID-19 testing, respectful workplace training and procurement training. Previously, these programs would have been developed, deployed and monitored externally.

Figure 23: Investment Spend on Training

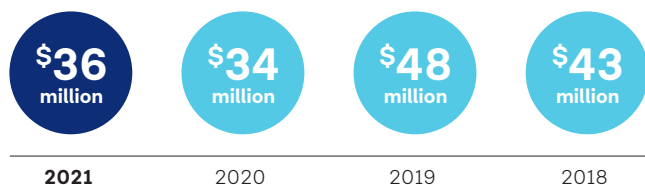


Table 25: Average Hours of Training per Employee

Type	2021		2020	
	Male	Female	Male	Female
Hourly	52	56	68	58
Staff	18	19	24	17
Total	70	75	92	75

Employee Turnover

For an overall understanding of workforce dynamics and changes, we track employee turnover, including voluntary resignations, involuntary layoffs and retirements. In 2021, total turnover decreased year over year due to the Cardinal River Operations closure in 2020, and no similar closures in 2021. While turnover due to retirements was similar year over year, voluntary turnover increased due to the convergence of several factors. Industry growth and the shift toward flexible work approaches has resulted in a very competitive market for talent. In response to these shifting expectations, Teck has adjusted our approach to compensation, benefits, development, and work conditions in order to engage and retain our employees. Non-voluntary turnover was lower in 2021 as our cost reduction program was no longer in place.

Table 26: Employee Turnover⁽¹⁾

	2021	2020	2019	2018
Voluntary Turnover Rate	6.0%	5.1%	6.5%	6%
Total Turnover	8.0%	10%	10%	8%

(1) Employee turnover data includes regular employees only.

Table 27: Return to Work and Retention Rates after Parental Leave

	2021		2020		2019		2018 ⁽⁴⁾
	Female	Male	Female	Male	Female	Male	
Number of employees who took parental leave	66	141	80	177	69	86	134
Number of employees who returned to work after parental leave ended ⁽¹⁾	42	116	65	162	46	92	124
Number of employees who returned to work after parental leave ended and who were still employed 12 months after their return to work ⁽¹⁾	80	156	37	81	49	61	N/A
Return to work rate of employees who took parental leave (%) ⁽²⁾	63.6%	82.3%	81%	92%	67%	107%	93%
Retention rate of employees who took parental leave (%) ⁽³⁾	93%	91%	84%	89%	94%	87%	88%

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

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

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

(4) Gender-disaggregated data was reported starting in 2019 and as such is not available for 2018.

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

Performance and Development Management (formerly known as Building Strength with People — BSWP) is a process by which salaried employees have regular performance reviews, development planning and career conversations with their supervisors. In 2021, 83% of all eligible regular salaried employees, of which 31% were female and 69% were male, completed regular performance and development conversations. 95% of eligible regular salaried female employees and 79% of eligible regular salaried male employees completed regular performance and development conversations in 2021.

As part of the 2020 Engagement and Inclusion survey, we asked employees to share their perceptions on Teck's business strategy, goals and objectives. 90% of our employees provided a favourable rating and indicated that they understand how their work contributes to business objectives, which supports alignment of companywide planning to individual goals.

Leadership Development

Teck's approach to leadership development is primarily focused on four programs: Leading for the Future (LFF), Leading for Excellence (LFX), Leading Together and

Emerging Leaders. In 2021, we continued to conduct our training programs in a virtual format to support the development of inclusive leaders in a remote work environment. As such, we delivered nine cohorts of LFF and six cohorts of LFX in 2021.

Outside of these programs, each business unit also provides separate leadership development opportunities. For example, at our Red Dog Operations, the pilot of the Accelerated Leadership Development program successfully concluded in 2021, in which emerging future leaders and NANA shareholders participated in a nine-month development program that includes leadership training, coaching and mentoring. At our Greenhills Operations, a Leadership Practice Cohort was launched, which targeted high-potential leaders (General Supervisors and above) to support ongoing leadership development.

Engaging Employees through Our Company Magazine

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

Equity, Diversity and Inclusion

In 2021, we continued to work towards building a diverse workforce that includes more women, Indigenous Peoples, persons of colour, persons with disabilities and LGBTQ2S+ community members. We are focusing on a number of initiatives tied to the six areas of our Inclusion and Diversity Plan shown in Table 28 below. For information about Indigenous employment in 2021, see the Relationships with Indigenous Peoples section on page 101.

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

Table 28: Implementation of the Equity, Diversity and Inclusion Plan

Area of Inclusion and Diversity Plan	2021 Example Activities
1. Develop our people — grow a culture of inclusion that values diversity	Over 800 employees participated in training to broaden their understanding of equity, diversity, inclusion and respect in the workplace. In addition, we conducted training on intercultural agility and inclusive leadership for our Senior Executive Equity, Inclusion and Diversity Committee members.
2. Measure and report	Launched a sustainability-linked revolving credit facility linked to our performance in Teck's sustainability goals, including strengthening gender diversity in our workforce.
3. Attract the right people — strengthen our recruitment practices	Conducted diversity and inclusion training programs for human resources staff in North America to enhance inclusive leadership competencies.
4. Foster a more inclusive culture and increase employee engagement	Launched global campaigns recognizing International Women's Day and LGBTQ2S+ Pride Month.
5. Remove systemic barriers and biases — make processes more inclusive	Enhanced infrastructure to support greater inclusion — increased the number of all-gender washrooms at Canadian locations and provided menstrual products at all sites in Chile.
6. Continue to build our brand as an inclusive and diverse company	In 2022, Teck was named to the 2022 Bloomberg Gender-Equality Index for the fifth straight year.

Case Study: Promoting LGBTQ2S+ Inclusivity at Teck

At Teck, we know that our diversity – the many different and unique things we individually and collectively bring to work each day – contributes to building a stronger workforce and makes us a better company. As such, we consciously work to create an environment that respects and values the diversity of the people and communities around us. We continue to implement multiple initiatives to strengthen our LGBTQ2S+ inclusion at work. This includes partnering with the Canadian Centre for Diversity

and Inclusion for training sessions across our operations, recognizing the International Pronouns Day and the International Day Against Homophobia, Transphobia and Biphobia, and undertaking improvements to make our systems and facilities more inclusive for all employees. To date, over 800 employees have attended interactive training sessions as we continue to raise awareness of LGBTQ2S+ diversity and inclusion. Read the full case study at teck.com/news/stories.

Representation of Women at Teck

There were 2,385 women working at Teck at the end of 2021, which represents 21% of the total workforce, compared to 20% in 2020. In addition, 30% of total new hires (687) in 2021

were women. At the end of 2021, women represented 30% of Independent Board Members and held 25% of Board leadership positions (Chair of Board/Board Committee). See our [2021 Sustainability Performance Data](#) for more details on the diversity of Governance Bodies.

Table 29: Women in Leadership and Technical Positions Category

	2021	2020	2019	2018
Board of Directors	25%	25%	31%	25%
Senior Management ⁽¹⁾	29%	20%	19%	20%
Management	20%	19%	18%	18%
Operational or Technical Positions	15%	13%	13%	12%
Of the Operational or Technical Positions, the % in Leadership Positions	8%	7%	7%	7%

(1) Senior management includes leadership and officers at Teck, but does not include the Board of Directors.

Remuneration at Teck

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

Table 29 for the ratios of entry level wage compared to local minimum wage by gender.

Table 30: Entry Level Wage Compared to Local Minimum Wage^{(1),(2)}

Countries	2021		2020		2019	
	Male	Female	Male	Female	Male	Female
Canada	2.3 : 1	2.3 : 1	2.3 : 1	2.3 : 1	2.4 : 1	2.4 : 1
United States	2.2 : 1	2.2 : 1	2.2 : 1	2.2 : 1	2.2 : 1	2.2 : 1
Chile ⁽³⁾	2.0 : 1	2.0 : 1	1.9 : 1	1.9 : 1	2.4 : 1	2.4 : 1

(1) For Canada, Teck wages are compared against the B.C. minimum wage. For United States, Teck wages are compared against the Alaska minimum wage. In Chile, they are compared against the national minimum wage.

(2) The figures represented in this table are for hourly employees, and do not include contractors.

(3) The figures representing Chile are for the lowest paid operations role, as Chilean operations do not have hourly employees.

In 2021, we continued to conduct a living wage review for all our salaried employees in Canada, the U.S. and Chile, where our operations are located. The review was conducted by comparing the hourly rate of the lowest-paid employee in each jurisdiction to the living wage information available through external data sources.³⁶

Our executive compensation programs are designed to attract, motivate, reward and retain highly qualified and experienced executives. We believe that the design of our executive compensation programs and policies is fully

aligned with our short- and long-term operational, safety and sustainability objectives, and long-term shareholder value creation. Following best practices for transparent compensation disclosure, we report on executive pay ratios. For every country in which we have operations, we disclose in Table 31 the percentage increase in compensation ratio for both the highest-paid Teck employee in that country and median annual salary changes. In Table 32 we disclose the ratio of pay for the highest-paid employee in that country to the median annual total compensation of all employees.

³⁶ Due to availability of the data, the following family structures are used: 1. Canada: Two adults (both working) and two children 2. United States: Single adult no children 3. Chile: Single adult no children. The data sources that are used in the review are as follows: U.S. - <https://livingwage.mit.edu/>; Canada - <http://www.livingwagecanada.ca> and https://www.ontariolivingwage.ca/living_wage_by_region; Chile <https://wageindicator.org/salary/living-wage/chile-living-wage-series-september-2019>.

Table 31: 2021 Percentage Increase in Annual Total Compensation Ratio^{(1),(2)}

Country	2021			2020		
	Highest Paid	Median of All Employees ⁽³⁾	Ratio	Highest Paid	Median of All Employees ⁽³⁾	Ratio
Canada	8.5%	3.2%	2.7 : 1	25.0%	1.5%	16.6 : 1
Chile	11.2%	2.0%	5.5 : 1	1.5%	1.5%	1.0 : 1
United States	14.8%	2.0%	7.4 : 1	1.7%	1.5%	1.1 : 1

(1) This table presents the ratio of the percentage increase in annual total compensation for the highest-paid individual in each country of significant operation, to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.

(2) Figures reported have been calculated using the target total compensation (i.e., target bonus) and do not include actual bonus payouts.

(3) The median total direct compensation is calculated for all employees, excluding contractors, based on estimates.

Table 32: 2021 Annual Total Compensation Ratio^{(1),(2)}

Country	Ratio	
	2021	2020
Canada	118 : 1	117 : 1
Chile	15 : 1	27 : 1
United States	6 : 1	7 : 1

(1) This table presents the ratio of the annual total compensation for the highest-paid individual in each country of significant operation, to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.

(2) Figures reported have been calculated using the target total compensation (i.e., target bonus) and does not include actual bonus payouts.

Gender Pay Equity Review

Since 2017, we have conducted an annual company-wide Gender Pay Equity Review, with the objective of ensuring that female and male employees across the organization receive equitable pay. The reviews were conducted by our compensation team, with the methodology validated by a leading third-party global consultancy. In 2021, the reviews found no indication of any systemic gender pay issue within our company; any differences in salaries paid are due to a variety of factors, such as average shorter service for female employees in the company. We will continue to maintain gender pay equity in the organization, and similar reviews will be conducted regularly.

Table 33: Ratio of Basic Salary and Remuneration in 2021

Employee Category	Average Basic Salary	Average Remuneration
	(Female:Male)	(Female:Male)
Canada⁽¹⁾		
Executive & Senior Management	0.9 : 1	0.7 : 1
Management	1 : 1	1 : 1
Professional	0.9 : 1	0.9 : 1
Professional Support	0.8 : 1	0.8 : 1
Administration	0.9 : 1	0.9 : 1
Hourly/Operators	0.9 : 1	0.9 : 1
United States		
Executive & Senior Management	n/a	n/a
Management	0.9 : 1	0.9 : 1
Professional	1 : 1	1 : 1
Professional Support	0.8 : 1	0.8 : 1
Administration	1.2 : 1	1.2 : 1
Hourly/Operators	0.8 : 1	0.8 : 1
Chile		
Executive & Senior Management	1 : 1	1.4 : 1.1
Management	0.9 : 1	0.9 : 1
Professional	0.9 : 1	0.9 : 1
Professional Support	1.1 : 1	1 : 1
Administration	1.1 : 1	1 : 1
Operators	1 : 1	0.9 : 1

(1) Includes CEO.

Employee Feedback and Grievances

In 2021, we dealt with individual reports of harassment through our human resources procedures and received five allegations of discrimination through our whistle-blower hotline (the *Doing What's Right* hotline, which is available in the languages of all countries in which Teck operates). These reports have been investigated and, where allegations

were confirmed, appropriate responsive action taken. We prohibit any form of retaliation in relation to reports of harassment and in one case have taken action in respect of individuals who participated in retaliation against an individual who made a claim.

Our Response to COVID-19

We are focused on operating safely and responsibly, and on maintaining employment and economic activity to the extent possible during the COVID-19 pandemic. We provide regular updates to employees on preventive measures, COVID-19 symptoms, protecting themselves and others, and how to self-assess before coming to work. See page 64 of the Health and Safety section for more details on preventive measures implemented across our offices and operations.

Sick Leave

To support and encourage our employees in getting vaccinated for COVID-19, Teck provided the equivalent of one additional day of paid leave for all staff and hourly employees who receive a COVID-19 vaccination.

Workplace Flexibility

Along with our existing family-friendly policies and programs, we developed a FlexWork@Teck program that was launched in 2021 across Teck's corporate offices and operations. This program is designed to provide employees with 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. This can include hybrid remote and in-office work, and more flexible working hours. Employees and supervisors can mutually agree to flexible arrangements in accordance with general rules governing the program.

Supporting Well-Being

Our Employee Family Assistance Program (EFAP) is available for all employees and their dependents globally to support overall wellness, including mental health. This benefit will remain in place beyond the current pandemic period. We also provide telehealth services in the U.S., Canada and Chile, where the vast majority of our employees are located. This includes programs and services focused on mental health to provide additional guidance for employees and their families (including parents and in-laws).

We continue to raise awareness on mental health through mental wellness webinars, which were recorded and made available for employees and their families to access.

Employee Engagement

Our *Doing What's Right* program provides a confidential and secure means for our employees to anonymously report concerns about conduct that may be contrary to our values and standards, including concerns regarding our COVID-19 response. The program is managed by a third party and prohibits retaliation in relation to Code of Ethics reports made in good faith.

We provide regular updates to employees and ensure that information on COVID-19 protocols and prevention is readily available. Our safety leadership campaign, *Stopping the Spread – It Starts with Me*, highlights employees speaking about what they are doing to stop the spread, to help strengthen the culture of prevention across our sites.

In 2021, employees across Teck supported several initiatives related to the COVID-19 response. These donations were amplified through the Team Teck Community Giving program — our donation matching program. See more details on page 94 of the Relationships with Communities section.