Teck

NORTH AMERICA TRUTH AND RECONCILIATION ACTION PLAN

2026 First Edition



“For the title artwork of Teck’s North America Truth and Reconciliation Action Plan, it was important for me to include a strong representation of nature in her feminine form, as this is central to our identity as Indigenous Peoples. The beauty of nature—along with our reliance on her as a life bearer and, most importantly, her fragility in both landscape and human form—underscores the need for acknowledgment, respect and protection.

The masculine presence in the composition is represented by the grandfather tree. This totem embodies the wisdom of the Elders—our roots—and the offspring of new beginnings.

In this rendering, a vulnerable Mother Nature is looking to the Elders for wisdom on how to move forward and grow through present challenges. In her regalia, she carries the soapberry, a symbol of cultural significance and of an enduring way of life for many Indigenous communities.

In the sky, an eagle soars above the mountains, dwelling between the Creator and the earth. As a carrier of prayer and a representation of divine natural law, the eagle offers a bird’s-eye view over governance and reminds us of the enduring strength of relationships.

The backdrop brings together elements representing the North American region in which Teck operates. From the northern lights and the Arctic mountain ranges of Alaska to the landscape transitions through the rich tones of British Columbia’s Interior.”

John Lambert, Artist



LAND ACKNOWLEDGMENT AND COMMITMENT TO ACTION

With respect and care, we acknowledge that we are active across the traditional territories of Indigenous Peoples. We recognize the deep responsibility we carry as an industry working on lands that Indigenous Peoples have stewarded, held knowledge of, and cared for since time immemorial.

We recognize that the mining industry, including our organization, has benefited from colonial policies that created enduring inequalities for Indigenous Peoples.

Being a responsible mining company requires more than meeting minimum regulatory requirements—it requires a steadfast commitment to understanding and respecting the inherent rights, cultures, interests and aspirations of Indigenous Peoples.

In 2008, the Truth and Reconciliation Commission in Canada was established to document Survivors' experiences of residential schools, promote public education, and facilitate healing and Reconciliation. The Commission published 94 Calls to Action, including Action #92 specifically for Canadian corporations. We acknowledge the bravery, leadership and hard work of Survivors and the Commission to bring these Calls to Action forward.

We would also like to acknowledge the work of the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG2S+) in Canada, whose final report, *Reclaiming Power and Place*, put forward 231 Calls for Justice, including specific Calls for Extractive and Development Industries, to support ending the disproportionate violence faced by Indigenous women and girls.

Through this Plan, Teck seeks to meaningfully respond to the direction and expectations set forth in Canada, and apply these actions across our North American business unit.

As we continue our journey of Truth and Reconciliation, we commit to:

- Reflecting honestly on our past and on the legacy of our operations
- Identifying and managing our current impacts on Indigenous lands, waters, communities and relationships
- Working to understand and support the priorities and goals of the Indigenous Peoples we work with; and
- Sharing our learning openly with peers in our industry and beyond so we can contribute meaningfully to the important work of Truth and Reconciliation

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ABOUT TECK

Teck Resources Limited (Teck) is a leading Canadian resource company focused on responsibly providing the metals essential for economic development and the energy transition while caring for the people, communities and land that we love. Teck has a portfolio of world-class copper and zinc operations across North and Latin America and an industry-leading copper growth pipeline.

We share a strong sense of purpose at Teck, and each day we are guided by our values in how we operate and how we conduct ourselves. Together, these represent who we are and what we value most.

This is who we are



Responsible and Courageous

We do the right thing—even when it's hard or requires bold action.



Respectful and Inclusive

We believe everyone matters, and we're better together.



Humble and Driven

We are open and we listen, learn, and are relentless in the pursuit of excellence.

This is how we operate



Health and Safety

We are focused on ensuring everyone goes home safe and healthy every day.



Sustainability

We ensure the well-being of the people, communities and environments we're entrusted with.



Excellence

We achieve leading performance through innovation and commitment to continuous improvement in efficiency and productivity.

OPENING WORDS FROM TECK

Message From the President and CEO, Jonathan Price



Jonathan H. Price
President and Chief Executive Officer

We are proud to share the first edition of Teck's North America Truth and Reconciliation Action Plan (NA RAP). This plan is a guide and a path forward to strengthen our relationships with Indigenous Peoples in North America that are impacted by our business, advance meaningful change, and walk alongside Indigenous Peoples in the spirit of respect and partnership.

Teck works to provide the critical minerals essential to improve lives through the development of essential infrastructure, including for the energy transition, while caring for people, communities and land that we love.

This work is only credible when it is built on strong, respectful relationships with Indigenous Peoples—relationships grounded in honesty, mutual respect and a genuine commitment to partnership. Indigenous Peoples' deep connection to their lands and cultures, and their knowledge and stewardship, are not only valuable: they are essential to the responsible and sustainable development of critical resources.

We acknowledge that, for much of Teck's history, Indigenous Peoples were excluded from decision-making and from a large share of the opportunities created by mining. Barriers continue to exist today, which impedes the ability of many Indigenous Peoples to fully achieving their cultural, environmental, social and economic visions.

This plan is a deliberate next step in Teck's efforts in removing barriers, meaningfully contributing to Reconciliation, and fostering a deeper partnership with Indigenous Peoples.

I extend my sincere gratitude to our Indigenous partners, employees and contractors who have shaped this plan and who have grounded us with honesty and accountability as we walk this path of Truth and Reconciliation. Your leadership and trust strengthen our shared path forward, and we remain committed to earning and honouring your trust through tangible and sustained action.



Jonathan H. Price
President and Chief Executive Officer

Message From the Executive Vice President and Chief Legal and Sustainability Officer, Lyndon Arnall



Lyndon Arnall
Executive Vice President and Chief Legal and Sustainability Officer

It has been an honour to act as the Executive Sponsor of Teck's NA RAP.

This journey has required honest conversation and reflection on our history and relationships with Indigenous Peoples. What stood out in our reflections is the wisdom, resilience, patience, and values-based leadership of those we have known, worked with, and impacted. These amazing attributes emphasize the potential of what we can achieve when we work together.

Strong relationships begin within our own organization. This underscores the importance of our commitment to building an internal culture of respect for Indigenous Peoples and Reconciliation - a culture where Indigenous Peoples, Knowledge, perspectives and worldviews are not only welcomed, but actively shape how we work.

As Executive Sponsor, I am proud of the responsibility I have to maintain the momentum behind this plan. As we move to implementation, I will chair the NA RAP Steering Committee, report progress to the Board Sustainability Committee, and enable the right resourcing and organizational guidance to support achievements of the plan's actions. This plan is just one step in a much longer journey, and I am committed to walking that journey with care, humility and a clear sense of purpose.



Lyndon Arnall
Executive Vice President and Chief Legal and Sustainability Officer

OPENING WORDS FROM OUR NORTH AMERICA TRUTH AND RECONCILIATION ACTION PLAN DEVELOPMENT PARTNERS

This plan has been developed in partnership with Indigenous leaders, communities and partners. Their reflections ground this plan in lived experience and remind us of the shared responsibility it carries.

Message From the North America Truth and Reconciliation Action Plan Consultant, Chastity Davis-Alphonse



Chastity Davis
Principal and Lead Consultant, Chastity Davis Consulting

Reconciliation is not a destination, nor is it a checklist. It is an ongoing responsibility rooted in relationship, honesty, accountability and action. It asks organizations to move beyond intention towards action that is grounded in humility, listening, reciprocity, and the recognition that Indigenous Peoples have governed, stewarded, and cared for these lands since time immemorial.

Throughout this process, one of the most important teachings that emerged was the need to approach this work relationally—not as a corporate exercise, but as a long-term commitment to building trust and walking alongside Indigenous Nations, communities, employees and partners in meaningful and accountable ways.

A Reconciliation Action Plan is not measured solely by the commitments written within it; it is also measured by how those commitments are carried forward over time. Accountability requires transparency, sustained action, the willingness to learn and adapt, and the courage to remain engaged even when the work becomes uncomfortable or complex.

As Teck moves from intention to implementation, my hope is that this work continues to be guided by relationships, Indigenous voices and knowledge systems, and a shared responsibility to create change for future generations.



Chastity Davis

Principal and Lead Consultant, Chastity Davis Consulting

Message From the Artist, John Lambert



John Lambert
Artist

Greetings, Hadih’

My name is John Lambert. I am of Carrier, Beaver, and Cree descent, and I am an intergenerational artist and carver.

The Journey Behind the Artwork

I grew up in the North, in an era when the northern industrial model was evolving. When I was born, we lived in a cabin with no running water on Moberly Lake, BC, in the early 1980s. The northern climate and harsh conditions reduced access to economic opportunity. It required a workforce comfortable facing harsh conditions, something Indigenous People were well capable of, creating a strong fit in what otherwise would have been a sparse economy.

There were drawbacks to industry, though. Historical industrial activities were not always conducted with care and proved damaging to the ecosystems in which they operated. The resource industry could also be hard on the human spirit, as extended periods away from home often came with unintended social consequences.

I stand here today as a careful advocate and hopeful observer, recognizing both the opportunities and challenges that industrial development can bring. We stand at a crossroads where we can build a stronger relationship between nature and industry, Indigenous and non-Indigenous perspectives.

Why the Work Is Important

When creating this artwork, I reflected on the relationships that continue to shape communities across North America. Through conversations with the incredible caretakers Teck’s North America Indigenous Relations team, learning more about the vision of the NA RAP, and engaging with Indigenous artists from across North America, I refined my approach to create imagery that honours the resilience of Indigenous Peoples and our shared responsibility to steward the land for future generations.

Teck has proven to be a partner willing to thoughtfully consider how the sacred parts of the natural world and our people can be respected within economic and corporate development, and I’m exceptionally proud of the work we’ve done through the NA RAP.

As Teck moves from intention to action, I encourage the organization to remember that the strength of this journey will be found in consistency, humility, and a willingness to listen, learn, and walk alongside Indigenous communities.

I believe that the cultural exchange created through both human engagement and this artwork has helped further humanize and enrich the path forward for everyone involved.

All my relations,



John Lambert

OPENING WORDS FROM OUR COMMUNITY DEVELOPMENT PARTNERS

Message From the Indian Residential School Survivors Society

From our perspective, an important lesson for organizations is that Reconciliation must be grounded in relationships, guided by responsibility, reciprocity, trust and respect. Reconciliation is not static or symbolic. Reconciliation requires ongoing learning, humility, and an openness to understanding the ongoing impacts of colonial systems on Indigenous Peoples and communities. It is essential and meaningful to keep Indigenous voices, lived experiences and community priorities at the centre of this work.

Accountability and follow-through are demonstrated when commitments made through a Reconciliation Action Plan are embedded into organizational practices and revisited regularly. Transparency, measurable outcomes and adjustments along the journey are needed to stay accountable. Reconciliation requires continuous relationships, with ongoing engagement beyond timelines and public reporting moments.

As Teck moves from intention to action, we remind you that trust is built through consistent and respectful action over time. Showing up, listening and maintaining long-term relationships and commitments are what transforms intention into lasting change.

To learn more about the Indian Residential School Survivors Society, visit irsss.ca.

Message From the Moose Hide Campaign

At the Moose Hide Campaign, we understand Reconciliation as a lifelong journey rooted in relationships, responsibility and the courage to take meaningful action. It calls on each of us to lead with love, respect, wisdom and trust, and to carry these values over time.

We have appreciated the ways Teck has engaged with this work, creating space for learning, reflection and honest conversation. Continued efforts like these help foster deeper understanding, particularly in engaging men and boys in their role in ending violence against women, girls and Two-Spirit people. This work is essential to Reconciliation.

Accountability is built through consistency and relationship. It is shown through a willingness to listen, learn and respond with integrity. It includes supporting community-led work and investing in sustained efforts that create lasting impact.

As you continue forward, we encourage you to stay grounded in relationship with Indigenous Peoples and community. When this commitment is carried with care and consistency, it creates the conditions for real change. Communities grow stronger, relationships deepen, and a future becomes possible where all people can live with safety, dignity and respect.

Reconciliation is not about perfection. It is about walking a shared path toward a future shaped by connection, responsibility and collective care.

To learn more about the Moose Hide Campaign, visit moosehidecampaign.ca

> When this commitment is carried with care and consistency, it creates the conditions for real change. Communities grow stronger, relationships deepen, and a future becomes possible where all people can live with safety, dignity and respect.
>
> Moose Hide Campaign



DEFINING TRUTH AND RECONCILIATION AT TECK

We recognize that the term Reconciliation carries different meanings across communities and is not universally used, including in the United States, where Teck has relationships and operations. Even where the term is familiar, its meaning is often shaped by personal experience, reflection and emotion.

Understanding Truth and Reconciliation requires grounding in the historical and contemporary impacts of colonization on Indigenous Peoples, ecosystems and ways of life. These impacts are not confined to the past. They are lived in the present and felt across generations.

In developing this NA RAP, we first took the time to understand and articulate what Truth and Reconciliation mean for our organization. The following descriptions are intended to ground our work and support every employee in understanding how they can contribute.

Truth

Indigenous Peoples have held inherent rights and title to their traditional territories since time immemorial, including the right to benefit economically from those lands and resources. Through colonization, Indigenous rights and priorities were not respected, treaties were ignored and traditional governance systems were forcibly dismantled.

We acknowledge that our mining activities have adversely impacted, and continue to impact, Indigenous Peoples. We recognize that mining acts as an extension of colonization when it is not undertaken in ways that are inclusive, create mutual benefit, and support Indigenous relationships with land and culture.

Our understanding of meaningful partnership and respect for Indigenous rights has deepened over time. We recognize that much more remains to be done and that truth is an ongoing process of learning from Indigenous histories, perspectives and lived experiences.

Reconciliation

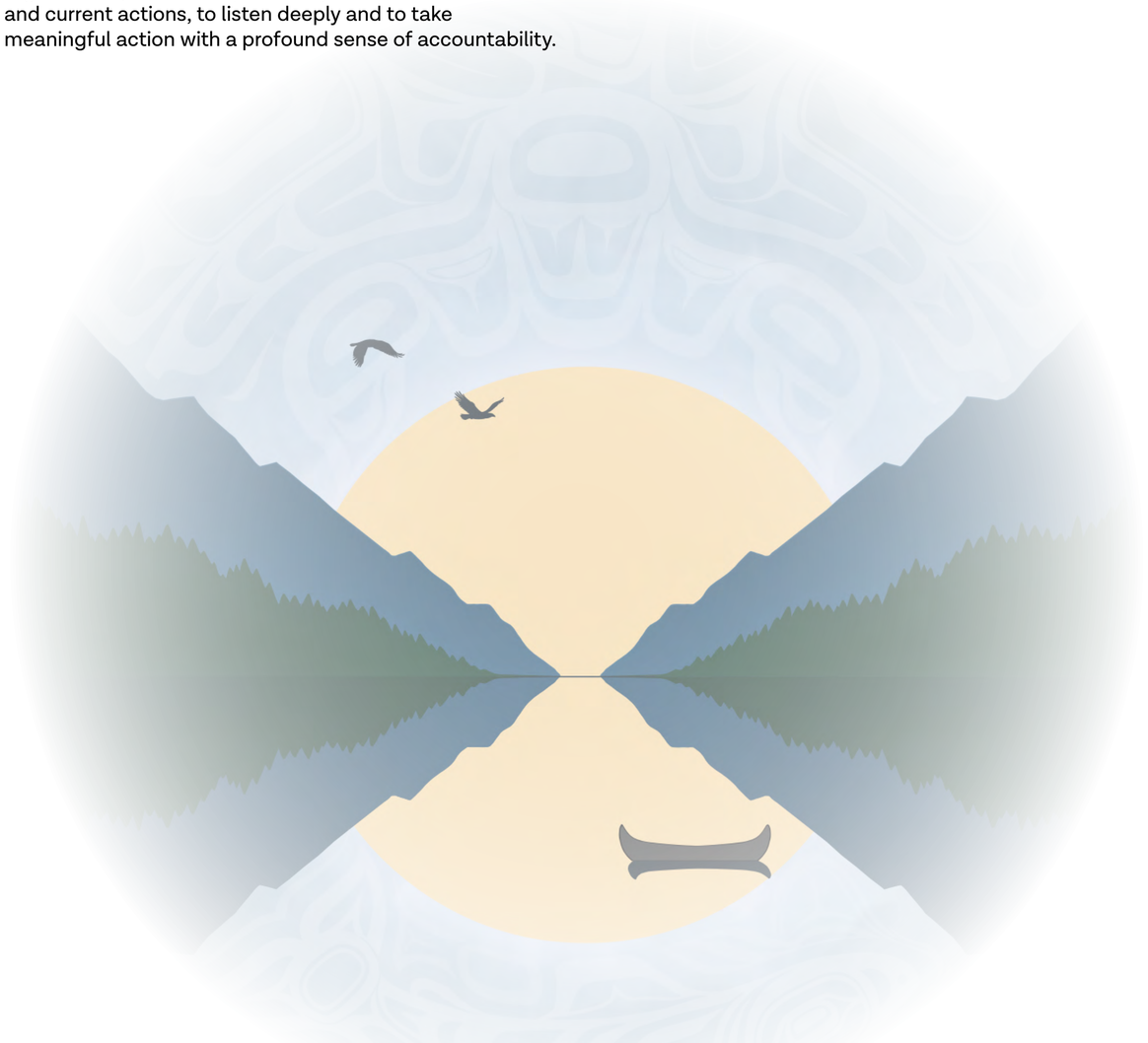
Reconciliation involves acknowledging and healing from the history of colonization that has impacted the physical, emotional, intellectual and spiritual well-being of Indigenous Peoples. It is a shift from awareness to responsibility. It calls on us to acknowledge the role we have held and continue to hold, and to move forward differently by strengthening relationships, respecting Indigenous rights and governance, and enabling future decisions to be informed by Indigenous Peoples, Indigenous Knowledge systems and lived experiences.

At Teck, our Reconciliation journey is grounded in building trust with Indigenous Peoples impacted by our activities, listening to experiences, understanding priorities and working together toward a better future. It involves working to meaningfully integrate Indigenous Peoples' rights, priorities and concerns into how we work, supported by a culture of respect.

Economic Reconciliation is a vital part of this work. Indigenous Peoples have long led sustainable economic practices, and continue to contribute deeply to local and global economies. Teck is committed to working with Indigenous leaders, businesses and communities to enhance access to the opportunities created through our mining activities in ways that honour Indigenous sovereignty and priorities.

Reconciliation is an ongoing process that requires authentic listening and dialogue with Indigenous rightsholders as stewards of the land. Braiding Indigenous and non-Indigenous approaches to knowledge creation has the power to positively shape how we mine—from exploration through to closure.

Reconciliation, then, is about building or strengthening trust and good relations between people, as well as with the land, water, air and animals around us. It is inherently relational and requires company-wide participation. As an organization, it is our responsibility to reflect on our past and current actions, to listen deeply and to take meaningful action with a profound sense of accountability.



GOVERNANCE

The NA RAP supports the implementation of Teck's Indigenous Peoples Policy and Sustainability Strategy. Robust governance is instrumental to clear accountability and implementation while integrating this work across the organization.

This plan will be governed through the following:

Executive Sponsor

Accountable for NA RAP delivery, resourcing decisions and Board reporting.

NA RAP Steering Committee

Chaired by the Executive Sponsor, the Steering Committee meets regularly to support plan delivery.

Members include the following:

- Executive Sponsor (Chair)
- Senior Sustainability Official (Vice-Chair)
- Senior Operational Representative
- Senior Human Resources Representative
- Senior Commercial Representative
- Senior Projects Representative

NA RAP Implementation Team

Responsible for overall implementation and management of the Reconciliation Action Plan, including leading the NA RAP Working Groups and Indigenous Advisory Group, reporting to the Steering Committee and leading annual public reporting activities.

NA RAP Basket Working Groups

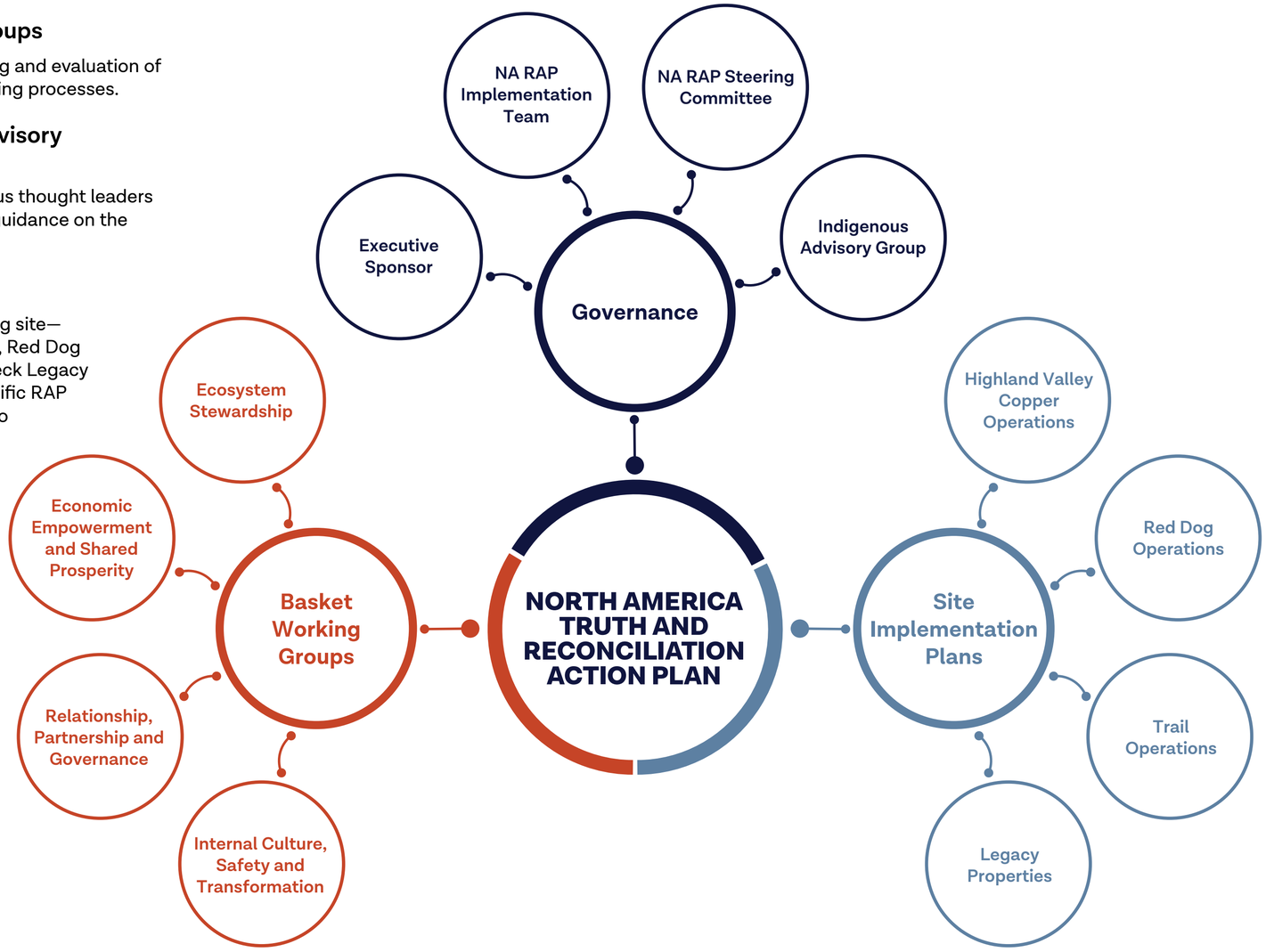
Support implementation, monitoring and evaluation of NA RAP actions and support reporting processes.

Independent Indigenous Advisory Group (IAG)

External advisory body of Indigenous thought leaders convened to provide independent guidance on the NA RAP.

Site Implementation Plans

Each Teck North American operating site—Highland Valley Copper Operations, Red Dog Operations, Trail Operations, and Teck Legacy Properties—will develop a site-specific RAP aligned to this corporate plan and to community priorities.



OUR APPROACH

This NA RAP is a living document. We intend to update it regularly as our journey of Reconciliation continues. The intention of this first plan is to humbly understand what we need to learn and unlearn, to strengthen how we deliver on existing commitments and to build a foundation for continuous improvement.

Indigenous-Led Frameworks Guiding This Work

This plan has been guided by Indigenous-led frameworks, including:

- United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)
- *Truth and Reconciliation Commission of Canada: Calls to Action*—with a focus on Call to Action #92 (Business and Reconciliation)
- *Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls*—with a focus on Calls for Justice #13.1–13.5 for Extractive and Development Industries

How We Built This Plan

Assessment of Teck's responses to Indigenous-led frameworks

To begin, we mapped Teck's current practices against the corporate expectations set out in these frameworks, honouring the significant work Indigenous Peoples have already contributed to defining meaningful corporate action.

Historical engagement information review

To respect the deep knowledge and experience that Indigenous Peoples have shared with us already, we analyzed engagement records, reports and documents from communities directly impacted by our activities to identify the key themes and priorities they have articulated to us.

Draft definition of Truth and Reconciliation and Baskets of Work

Informed by the frameworks and historical information, we developed a draft definition of what Truth and Reconciliation mean for Teck and four thematic Baskets of Work to hold our actions. This created a foundation to validate what we had heard previously and to discuss the path forward for our relationships.

Engagement with Indigenous Peoples and employees

We held in-person and virtual engagement sessions with Indigenous governments, organizational leaders, Elders, thought leaders, community members and Indigenous employees. These sessions directly shaped both the plan's content and how we work as an organization.



Grounding Principles

Four grounding principles were identified through our engagement and underpin this plan.

Reciprocity and Respect

Rooted in authentic relationship-building and shared accountability, reciprocity is a living practice, not a transaction.

Transparency and Trust

Grounded in open communication, honest reporting and measurable commitments that strengthen confidence in the process and in each other.

Multi-Generational Thinking

Planning and action that honour those who came before and those yet to come.

Continuous Learning and Adaptation

Learning in partnership with Indigenous communities, Indigenous employees and our governance bodies. Co-developing how we measure progress and adapting through reflection and evaluation.

THE FOUR BASKETS

Through learning, reflection and refinement, four baskets organize the actions of this plan. The basket concept communicates the interconnectedness of this work—actions in one basket influence outcomes in the other baskets.



Ecosystem Stewardship

Honouring Indigenous stewardship of water, land and ecosystems through shared care, reciprocity and long-term sustainability



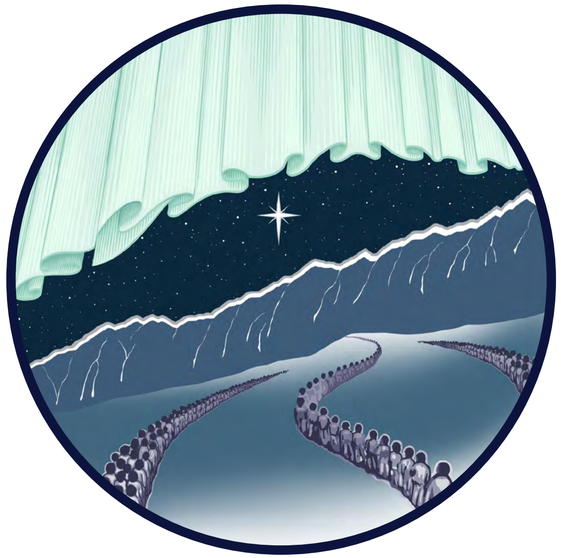
Economic Empowerment and Shared Prosperity

Advancing Economic Reconciliation through community-led development, equitable partnerships and intergenerational prosperity



Relationship, Partnership and Governance

Building and sustaining trust-based relationships and collaborative governance structures that uphold Indigenous rights and self-determination



Internal Culture, Safety and Transformation

Integrating Indigenous ways of knowing, being and doing as part of internal transformation and building cultural safety across all relationships



About the Artwork: John Lambert

This artwork displays strikingly equal proportions of the mountains and their reflections, both horizontally and vertically, symbolizing the balance inherent in natural ecosystems. Human presence is represented by the canoe in the lower right, while eagles soar in the upper left against a feathered sky, intentionally offsetting the human footprint. This visual counterbalance restores harmony within the composition and reflects the concept of ecosystem renewal and resilience in the wake of human impact.

ECOSYSTEM STEWARDSHIP

2030 Target Outcome

By 2030, Indigenous stewardship, knowledge and practice is integrated in water, land and biodiversity activities through implementation of the following actions:

ACTION	RESOURCING	TIMELINE
Increase recruitment of Indigenous Peoples into environment, water, and land management roles across the business (Enterprise, Regional, Site, Project), including experiential learning.	Enterprise Talent Acquisition; North America Indigenous Relations (NA IR) and Site Sustainability	2026–2030
Develop collaborative mine site water stewardship strategies that braid operational needs with ecosystem protection.	Enterprise Water; North America (NA) Sustainability; Highland Valley Copper Operations (HVC) Sustainability	2026–2030
At legacy mine sites, work with Indigenous Peoples to explore site stewardship, co-management, access, and, where appropriate, the return of lands to Indigenous control.	Legacy; NA Sustainability	2027–2030
Work with Indigenous partners to share experiences where Indigenous ecosystem services[1] are incorporated as a major component of biodiversity offsetting.	Enterprise Biodiversity and Conservation	2026–2030
Build awareness, understanding and skills at Teck on braiding Indigenous Knowledge, guardianship practices, and reciprocity.	Enterprise Sustainability; NA and Site Sustainability; and Human Resources (HR)	2027–2030

[1] Ecosystem services are defined in this context as supporting Indigenous value systems, which emphasize a reciprocal, inseparable relationship between nature and people. This type of value proposition moves beyond identifying subjective benefits to recognize the land as a sacred living entity, with Indigenous Peoples being the active stewards of the land using traditional ecosystem knowledge to maintain their ancestral lands. This includes the weaving of spiritual, emotional, cultural and traditional and oral knowledge into the management regime. Ecosystem services in this sense often prioritize cultural and spiritual significance over economic or commodified valuation. In addition, ecosystem services provide tangible benefits such as the provisioning of food and medicine. Access to ecosystem services goes hand in hand with connection to the land and is often associated with historical areas that are part of the social fabric of a particular territory.



About the Artwork: John Lambert

The Bison is a chief representative of natural and social First Nations economic systems. Set in the mountains of Southeastern BC, this basket visual reflects both the history and future of Indigenous prosperity. The once-abundant bison herds that sustained Indigenous Peoples across western North America declined significantly as settlement and development expanded. The body of the bison serves as both a memorial and a canvas for economic empowerment and shared prosperity.

Within the bison, a living ecosystem flows through beaver dams, rivers, fish, Saskatoon bushes, fireweed, and mountain flowers. A mother bear stands on guard, mirroring the female nature archetype from the title work and watching over the eternal cycle of life. Root systems anchor the landscape, connecting all living things to one another and to the land. Above, the Hunter appears as a fading constellation, a whisper of the past. He represents the hunters, warriors, leaders, and providers who once found purpose in serving their Nations and communities. Though his image is faint, he remains visible, symbolizing both what has been lost and what can be restored. The artwork reflects both memory and possibility: honouring what was while pointing toward a future of economic empowerment, self-determination, and shared prosperity.

ECONOMIC EMPOWERMENT AND SHARED PROSPERITY

2030 Target Outcome

By 2030, holistic, long-term, and sustainable economic value has been expanded and strengthened in collaboration with Indigenous Peoples through implementation of the following actions:

ACTION	RESOURCING	TIMELINE
Explore opportunities to expand the UN Women Originarias Programme model for Indigenous women across North America and strengthen connections between participants and Teck's value chain.	Enterprise Social Performance	2028–2030
Build a Teck-wide Indigenous business directory and review Indigenous business definitions and measurement to improve the accuracy of community-benefit reporting.	Enterprise Supply Chain; NA IR	2026–2028
Embed decolonized procurement[2] and contracting practices across the business and mine life cycle through training, templates and economic workshops with Indigenous Peoples.	Projects; Enterprise Supply Chain	2026–2030
Increase Indigenous experiential learning opportunities, including hosting at least three delegations of Indigenous youth to the Vancouver head office or mine sites by 2030.	Enterprise Talent Acquisition; NA IR	2026–2030
Develop and pilot an Indigenous coaching and mentorship program.	Enterprise Talent Management; NA IR; Site HR	2027–2029
Strengthen partnerships with local post-secondary institutions to support Indigenous education, employment, and advancement pathways.	Enterprise Talent Acquisition	2027-2030
Dedicate two Teck Indigenous Awards through Indspire's Building Brighter Futures program to Teck employees.	NA IR	2027
Strengthen pathways for Indigenous talent into supervisory, leadership and technical roles.	Enterprise Talent Management; NA IR; Site HR	2026–2030
Engage Indigenous Nations, communities and organizations to understand their long-term economic visions and align Teck community development planning to those visions.	Enterprise and Site Community Development; NA IR	2026–2030
Host at least one annual Indigenous Business Connect event from 2027, plus quarterly virtual lunch-and-learns.	Enterprise Supply Chain; NA IR	2027–2030

[2] Decolonized procurement is the intentional transformation of procurement systems and processes to remove colonial barriers and support access to opportunities in ways defined with and by Indigenous Peoples.



About the Artwork: John Lambert

The eagle represents two important concepts in this rendition. First, it symbolizes long-term, meaningful relationships. Eagles engage in sophisticated courtship rituals and are known to mate for life, reflecting commitment, partnership and enduring connection. Second, the eagle represents vision, perception and the ability to see from a broader perspective. From its vantage point high above the landscape, the eagle effectively governs the skies. In this depiction, the eagle soars above an Interior British Columbia valley, where sunlight illuminates the grasslands and a river winds through the landscape below.

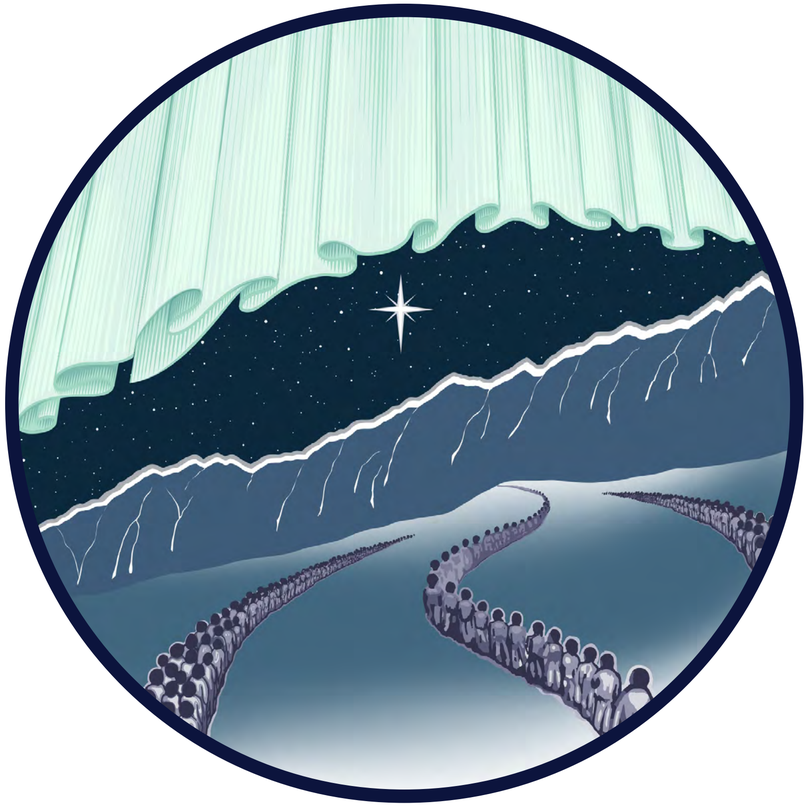
RELATIONSHIP, PARTNERSHIP AND GOVERNANCE

2030 Target Outcome

By 2030, Teck's relationships with Indigenous Peoples are stronger. There is active partnership, allyship and advocacy, and Indigenous perspectives are integrated in Teck governance, evaluation and reporting practices through implementation of the following actions:

ACTION	RESOURCING	TIMELINE
Embed Free, Prior, and Informed Consent principles[3] into Teck's Project Governance, including Indigenous engagement at design and development phases, with specific consideration of Indigenous women's voices and experiences.	Projects; NA IR; Enterprise Social Performance	2026-2027
Co-design, pilot and refine Indigenous measurement and evaluation practices with Indigenous partners.	Enterprise Social Performance; NA IR; Site Community Relations	2026–2028
Develop site implementation plans aligned with this NA RAP.	NA Sustainability; Operating Sites, Legacy	2027–2028
Support completion and launch of a Corporate Declaration on Reconciliation through the Leadership Circle, alongside Canadian corporations and Indigenous leaders.	NA IR	2026
Where there is interest, hold ceremonies, feasts or meaningful acknowledgment of relationships with Indigenous Agreement partners.	NA IR; Site Community Relations	2026–2027
Review Teck governance and decision-making processes to identify opportunities for Indigenous input and collaboration. Provide recommendations to the business.	Enterprise Social Performance	2027–2029
Review and update Teck's guidance for agreement-making, including effectiveness review of current Principles and Agreement Framework and Indigenous Agreement procedure.	Enterprise Social Performance	2027
Publish an annual NA RAP progress report by Q2 each year, including storytelling and Indigenous-led evaluation. Conduct an annual Indigenous partner pulse survey.	Enterprise Social Performance; Sustainability Reporting	2028 onward
Review data storage and sharing practices for opportunities for alignment with OCAP principles.	Enterprise Social Performance; NA IR	2027–2029
Establish an Indigenous Advisory Group (IAG) for the Reconciliation Action Plan.	NA IR	Q4 2027
Seek opportunities to introduce Indigenous Peoples with whom Teck has relationships with to one another at conferences and events such as Association for Mineral Exploration British Columbia Roundup and Prospectors & Developers Association of Canada.	NA IR	2026–2030

[3] As described in Teck's Indigenous Peoples policy.



About the Artwork: John Lambert

This artwork illustrates paths shaped by ancestral trailblazers whose teachings and experiences continue to guide future generations. Set in the Alaskan Arctic, the scene is illuminated by the North Star and the northern lights, celestial guides that have long held cultural, spiritual and practical significance for Indigenous Peoples. Beneath these lights in the heavens, the well- travelled and time-tested path of traditional knowledge leads toward a mountain that serves both as a destination and a witness to those who have reached its heights. The mountain symbolizes achievement, wisdom and the enduring strength of those who have come before.

Together, these elements speak to the resilience, guidance and spiritual foundation of the ancestors. The artwork reflects how ancient teachings continue to inform our present-day journey of cultural transformation—both within ourselves and in our relationships with others.

INTERNAL CULTURE, SAFETY AND TRANSFORMATION

2030 Target Outcome

By 2030, safety, belonging and the conditions to thrive are advanced for Indigenous employees, and meaningful Indigenous teachings are shared to deepen understanding and connection through implementation of the following actions:

ACTION	RESOURCING	TIMELINE
Deliver cultural safety, communication and relationship-development training and coaching to Teck teams that engage with Indigenous Peoples.	Enterprise Social Performance, NA IR	2027–2030
Develop Indigenous Employment Plans for all Teck-controlled sites in North America and strengthen Indigenous self-identification practices.	HR, NA IR	2026–2028
Develop guidance and tools to support inclusive job descriptions that recognize Indigenous Knowledge, lived experience and intercultural competency, as appropriate.	HR	2027–2028
Continue to develop guidance and toolkits to support workplace cultural safety (e.g., Smudging Guideline).	Inclusive and Respectful Workplace	2026–2030
Review the effectiveness of internal grievance mechanisms to support cultural safety and gender-based issues, and implement solutions.	Human Rights	2027–2030
Expand Teck's Indigenous Cultural Awareness Training (ICAT) program for North American operations with measurable role-based completion targets, land-based learning, and specific training for Procurement, Human Resources, and Health and Safety.	NA IR	2026–2030
Integrate Indigenous relations and intercultural competencies into leadership expectations, performance frameworks and succession planning guidance, as appropriate.	Enterprise Talent Management	2027
Incorporate Indigenous leadership principles (relational governance, multi-generational stewardship) into leadership development programs, as appropriate.	Enterprise Talent Management	2026–2029
Launch an internal Indigenous Employment Community of Practice for Human Resource practitioners across sites and projects.	Enterprise Talent Management	2027
Develop Cultural Learning Plans[4] at sites and begin implementing initiatives that advance culture objectives.	Regional Operating Sites; HR	2027–2030

[4] Cultural Learning Plans utilize Indigenous Knowledge to support the creation of safe environments that promote cultural safety and humility, and foster collaboration between Indigenous and non-Indigenous peoples.

OUR PATH FORWARD

Teck's journey of Reconciliation requires intentional implementation by individuals and teams across our organization in a way that strengthens our internal culture, our relationships with each other and our relationships with Indigenous Peoples.

We intend to build on our current measurement and evaluation practices toward more relational, community-informed and learning-oriented methods, and we will continue to engage regularly with those most directly impacted by this work.

In the spirit of grounding this work in truth and transparency, progress on our actions will be published annually and will include storytelling that illustrates how actions are being advanced. These updates will be informed by reflection, engagement and Indigenous-led evaluation practices and will honestly speak to progress, successes and challenges.

As our journey progresses, we commit to making changes to plan ambition or scope visible to our partners and to the public.

WITH GRATITUDE

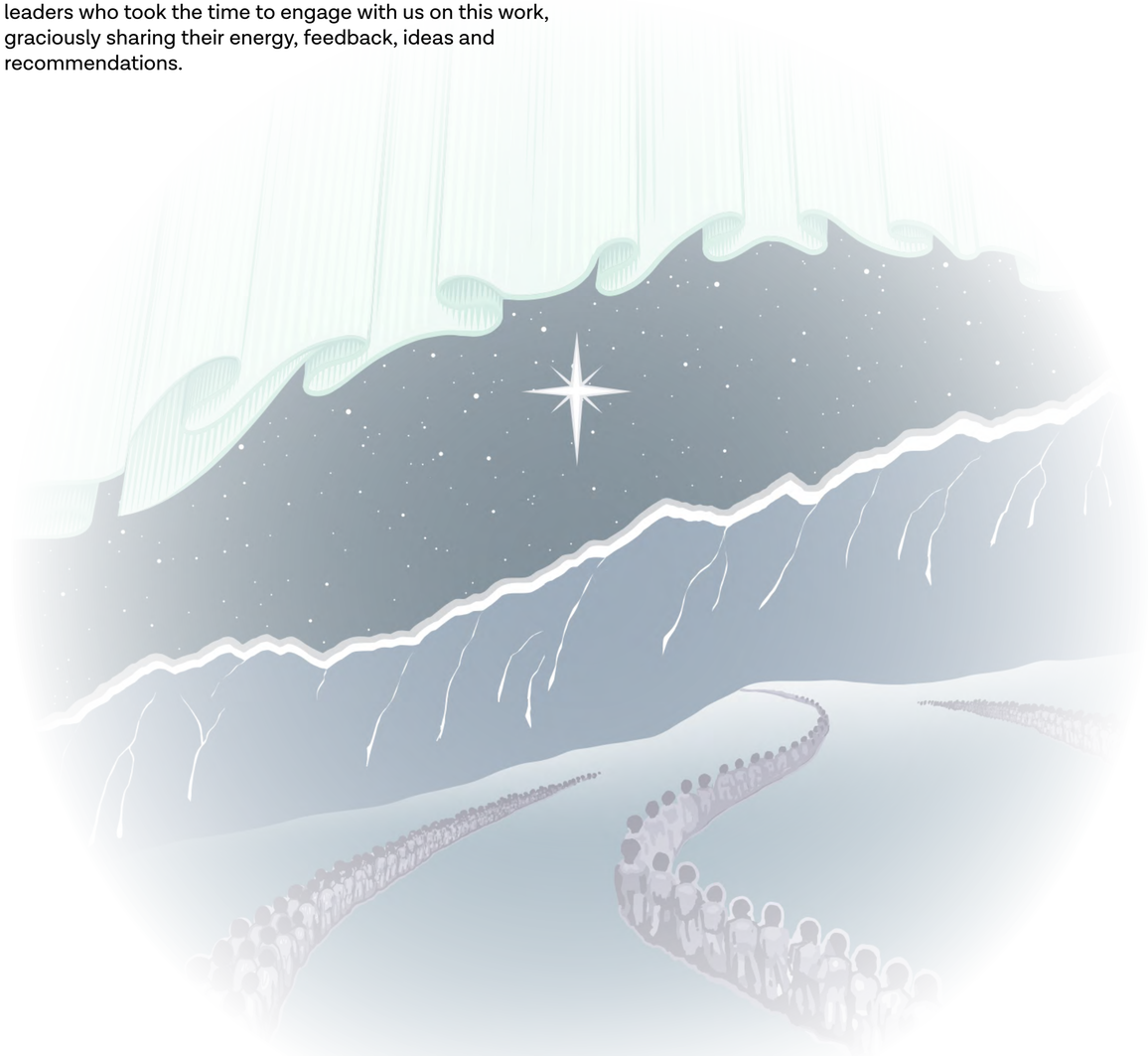
We are deeply grateful for the time, care and intention shared with us in developing this first plan. Our journey must be guided by Indigenous worldviews, Indigenous Knowledge systems, and lived experiences. We sincerely appreciate everyone who contributed to this process and who challenged us to move beyond comfort and into meaningful growth.

We are especially grateful to:

- Chastity Davis-Alphonse, of Chastity Davis Consulting, who walked alongside us throughout—supporting our learning, guiding our reflections and serving as an essential part of our NA RAP team
- John Lambert, for the artwork that brings this plan to life
- Reciprocal Consulting and Salishan Solutions for their guidance on our approach and engagement process

Acknowledgment of Contributors

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GLOSSARY

Language carries meaning, history and relationship. The following terms support a shared understanding of how words are used within this Reconciliation Action Plan. Meanings may differ across Indigenous Nations, communities and jurisdictions; these descriptions are offered as a starting point, rather than as fixed definitions.

Allyship

Active support and advocacy by non-Indigenous individuals or organizations to advance Indigenous rights, equity and self-determination.

Colonization

The historical and ongoing process through which Indigenous lands, governance systems, cultures and economies were displaced or suppressed through external control and settlement.

Cultural Humility

A lifelong practice of self-reflection and learning that acknowledges personal and institutional biases while respecting Indigenous Knowledge systems, histories and lived experiences.

Cultural Learning Plans

Plans that use Indigenous Knowledge to create safe environments that promote cultural safety and humility and foster collaboration between Indigenous and non-Indigenous peoples.

Cultural Revitalization

Efforts led by Indigenous communities to restore and strengthen language, cultural practices, ceremonies and traditional knowledge systems.

Cultural Safety

An environment in which Indigenous Peoples feel respected, supported and free from discrimination, and in which their cultures, identities and traditions are acknowledged and valued.

Decolonization

The ongoing process of challenging and transforming colonial systems, structures and mindsets in order to restore Indigenous rights, governance, knowledge systems and relationships with land.

Economic Reconciliation

Efforts to ensure Indigenous Peoples have equitable access to economic opportunities, partnerships and benefits connected to development occurring on their territories.

Ecosystem Services

In this plan, ecosystem services emphasize a reciprocal, inseparable relationship between nature and people. It recognizes the land as a sacred, living entity and Indigenous Peoples as the active stewards using traditional ecosystem knowledge to maintain their ancestral lands. Ecosystem services include spiritual, emotional, cultural and traditional knowledge in management regimes. Ecosystem services value cultural and spiritual significance, and food and medicine benefits, alongside economic value.

Free, Prior and Informed Consent (FPIC)

A set of principles affirmed in UNDRIP.

Indigenous Cultural Competencies

The knowledge, skills and behaviours that support respectful engagement with Indigenous Peoples, including cultural humility, relational accountability and understanding of Indigenous governance and history.

Indigenous Governance

The political, legal and cultural systems through which Indigenous Nations make decisions, exercise authority and steward their lands and communities.

Indigenous Peoples

Distinct peoples with inherent rights, cultures, languages and governance systems who have lived on and stewarded their traditional lands since time immemorial.

Indigenous Relations

The policies, practices and relationships organizations build with Indigenous Peoples and communities to support respectful engagement, partnership and collaboration.

Indigenous Sovereignty

The inherent authority of Indigenous Nations to govern themselves, make decisions regarding their lands and communities, and maintain their cultural and political systems.

Intercultural Competency

The ability to engage respectfully and effectively across cultures through awareness, humility, relationship-building and understanding of different worldviews.

Knowledge Braiding

A practice that brings together Indigenous and non-Indigenous Knowledge systems in ways that respect the integrity of both.

Missing and Murdered Indigenous Women, Girls and Two-Spirit People (MMIWG2S+)

A Canadian human rights crisis recognized through the National Inquiry into Missing and Murdered Indigenous Women and Girls, which released 231 Calls for Justice to address systemic violence and advance safety, justice and equity for Indigenous women, girls and Two-Spirit people.

Multi-Generational Stewardship

A decision-making approach that considers impacts on future generations and honours the responsibilities inherited from past generations.

Mutual Benefit

An approach to partnerships in which projects and activities create shared value, both for Indigenous Peoples and for organizations operating on their territories.

OCAP Principles

Indigenous data sovereignty principles—ownership, control, access and possession—developed by the First Nations Information Governance Centre.

Reciprocity

A relational principle rooted in many Indigenous worldviews that emphasizes mutual respect, shared benefit, and giving back in relationships with communities and the land.

Relational Accountability

A principle that emphasizes responsibility to maintain respectful and reciprocal relationships with people, communities, land and future generations.

Self-Determination

The right of Indigenous Peoples to determine their own political status and pursue their economic, social and cultural development.

Territorial Stewardship

The responsibility and practice of caring for lands, waters and ecosystems according to Indigenous laws, knowledge systems and cultural teachings.

Traditional Governance Systems

Indigenous leadership structures, laws and decision-making practices that have guided Indigenous Nations since time immemorial.

Truth and Reconciliation Commission Calls to Action (TRC Calls to Action)

Ninety-four recommendations issued in 2015 by the Truth and Reconciliation Commission of Canada to address the legacy of residential schools and advance Reconciliation across governments, institutions and industry.

United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)

An international human rights instrument affirming the collective rights of Indigenous Peoples, including rights to self-determination, culture, lands, governance and participation in decisions affecting them.

REFERENCES AND RESOURCES

We encourage everyone who reads this plan to continue their own journey of learning. The sources below are referenced in this plan and are recommended reading for anyone looking to further their own knowledge of Truth, Reconciliation, and Healing.

United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). United Nations, 2007. https://www.un.org/development/desa/indigenouspeoples/declaration-on-the-rights-of-indigenous-peoples.html

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Indian Residential School Survivors Society. https://irsss.ca

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Teck Resources Limited—Approach to Relationships with Indigenous Peoples. https://www.teck.com/media/Teck-Approach-to-Relationships-with-Indigenous-Peoples.pdf

Teck Resources Limited—Empowering More Indigenous women In Chile (UN Women Originarias Programme). https://www.teck.com/news/stories/2023/empowering-more-indigenous-women-in-chile

Indspire—Teck Building Brighter Futures Bursaries, Scholarships, and Awards. https://indspirefunding.ca/teck-resources-limited/

First Nations Information Governance Centre—OCAP Principles. https://fnigc.ca/ocap-training/

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