

## Approach to Our People and Culture

### Which Teck sites does this document apply to?

This document summarizes our management approach to equity, diversity and inclusion, our people and workplace culture. This document applies to all Teck sites and projects. This does not include operations in which Teck has/had an ownership interest but is not the principal operator.

**Performance information related to Our People and Culture:** See our **Annual Sustainability Report**, available for download on our website.



Greenhills Operations Canada. 2019.

## Governance and Accountability

### Background

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

We recognize 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 Teck a better company. Increasing gender equity and inclusion offers significant business benefits, including ensuring a pipeline of important skills and leadership talent, improving health and wellness, increasing innovation and productivity, creating more resilient local economics and enhancing corporate reputation.<sup>1</sup>

Through employee development, leadership and succession planning, we work to ensure that our people have the capacity, competency and opportunity to grow individually and to 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.

### Accountability and Resourcing

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, and 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 requires that the diversity criteria are considered when searching for candidates. The Compensation & Talent Committee of the Board receives updates on diversity 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 Senior Vice President and Chief Human Resources Officer, who reports to the CEO, is responsible for human resources management and our global people strategy, which is implemented by human resource and management teams at our head office and operations; the Senior Vice President also chairs our Senior Executive Equity, Diversity and Inclusion Committee, which includes our Senior Vice President, Commercial and Legal Affairs, our Senior Vice President, Sustainability and External Affairs, and several other members of the senior management team
- The Director of Inclusion and Diversity is responsible for leading our equity, diversity and inclusion strategy and initiatives, in order 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

<sup>1</sup> Canadian Mining Labour Market Outlook 2017. Mining Industry Human Resources Council.

## Policies and Standards

Teck's [Equity, Diversity and Inclusion Policy](#) was developed by the Senior Executive Equity, Diversity and Inclusion Committee and endorsed by our Board of Directors and senior management team. The policy reflects our commitment to promoting and fostering an inclusive and diverse workforce. Our focus on inclusion and diversity aligns with Teck's core values of integrity, respect, safety and courage. It is also reflected in our [Code of Ethics](#) and our [Code of Sustainable Conduct](#).

Teck's [Human Resources Global Policy—Harassment](#) outlines Teck's requirement for the work environment to be free from discrimination, including harassment and sexual harassment, and outlines procedures for reporting and investigating complaints.

## 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 10 Principles
- **Mining Association of Canada (MAC):** Promotes the development of Canada's mining and mineral processing industry; through MAC, we are required to implement the Towards Sustainable Mining program
- **The Copper Mark:** An assurance framework developed by the International Copper Association in 2019 to promote industry-wide responsible copper production practices and to demonstrate the industry's commitment to green transition
- **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
- **Gender Equity in Mining 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:** The aim of this organization is to encourage Board Chairs and CEOs to achieve better gender balance at a Board level as well as at senior management levels; Teck's President and CEO is a member of the 30
- **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 2018, the partnership was extended through an additional US\$1 million investment from Teck to develop a new training centre for this program
- **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; Teck's President and CEO is a signatory of the foundation's Diversity Pledge
- **Women's Executive Network:** 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 LGBTQ2S+ 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 LGBTQ2S+ 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

### Diversity

Fostering an 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. Inclusion and diversity also strengthen a culture of safety, one of our core values.

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, with a focus on leadership, technical and operational roles. Several programs have helped to attract and retain a greater number of women at Teck. At our Quebrada Blanca Phase 2 (QB2) project, women represent over 25% of hires for key decision-making roles such as managers and superintendents in project construction and in operational



Highland Valley Copper, Canada. 2015.

readiness. In our Professionals in Training (PIT) program at QB2, which includes recent graduates from fields such as mine, mechanical, metallurgical engineering and geology, women represent 50% of new hires. We also implement various employee diversity training programs that vary by site and operation.

Teck is a strong supporter of inclusion in the workplace. In Chile, we have made 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 and QB Remote Integrated Operations) have been designed for independent accessibility.

### Workplace Flexibility

Teck has family-friendly policies and programs that vary by location and employee group. They include academic scholarship programs for children or dependents of employees and retirees, maternity and parental leave benefits, and flexible work arrangements for employees where feasible at their work location. As obtaining childcare is becoming increasingly challenging in many regions where Teck operates, we have a partnership with Kids & Company, who provide daycare services and emergency backup childcare at over 110 locations across Canada and at some locations in the United States. Teck also provides an annual Personal Spending account to Canadian employees, which employees and their families may use for sports-related activities and membership, childcare, eldercare, pet care, education and personal development, safety equipment and initiatives, and more.

In 2020, as part of our response to the COVID-19 pandemic, we implemented remote work wherever feasible, with a specific focus on supporting employee groups, including parents and employees with underlying health conditions. Our Flexible Work Task Force and Executive Steering Committee identified opportunities to expand on our existing family-friendly policies and programs and implemented the FlexWork@Teck program.

Our FlexWork@Teck program has been 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. The FlexWork@Teck Corporate Guidelines currently apply to Teck's offices in Calgary, Santiago (excluding QB and the QB2 project), 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 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 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 determine how, when and where they work.

### Supporting Mental Well-Being at Teck

Raising awareness and providing resources to support the mental well-being of our employees and their families is a priority for Teck. In 2020, we expanded the Employee Family Assistance Program (EFAP) globally for all employees and their dependents to support overall wellness, including mental health. We also launched telehealth services in the U.S., Canada and Chile, where we have the vast majority of our employees. In Canada, we also expanded the Best Doctors program to all employees and their families (including parents and in-laws), which includes Mental Health Navigator. This new service provides mental health support by reviewing mental health conditions and treatment plans and by providing guidance on how to navigate the mental health system, with advice on treatment options.

To continue to raise awareness on some key concerns due to the pandemic, we are holding mental wellness webinars, including *Living Well with Stress*, *Importance of Unplugging* and *Intro to Mindfulness*. These webinars are recorded and can be accessed by employees and their families anytime.

### Non-Discrimination and Anti-Harassment

At Teck, we value and celebrate diversity. Teck's Human Resources Global Policy—Harassment and Code of Ethics recognize that all employees have a right to work in an environment free from violence and threats, including acts of physical, verbal or written aggression. Discrimination

is not acceptable at Teck and it is not consistent with the shared values reflected in our Equity, Diversity and Inclusion Policy, Harassment Policy and Code of Ethics. Teck respects and appreciates differences in age, ethnicity, Indigenous origin or heritage, physical and mental abilities, beliefs, language, sex, 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.

## Employee Feedback and Grievances

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 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.

We do not tolerate any form of retaliation against employees raising concerns. All allegations of harassment or intimidation reported through the hotline/web portal are investigated. If required, appropriate disciplinary actions are taken, which may include dismissal. See our [Approach to Business Ethics](#) for more information on the *Doing What's Right* program.

## 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 Health, Safety, Environment and Community (HSEC) Management Standards. 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.

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 and non-discrimination measures in place that are specific to each collective agreement.

In addition to the company-wide grievance process and Human Resources Global Policy—Harassment, 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.

## 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 of 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. In 2020, we conducted a living wage review for all our salaried employees in Canada, the U.S. and Chile, where our operations are located. The review was conducted by comparing the hourly rate of the lowest-paid employee in each jurisdiction to the living wage information available through external data sources.<sup>2</sup> The 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 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

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

process was externally reviewed; we expect to conduct similar reviews regularly in the future.

## 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. Details on this program are provided in the following table.

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 general business education, change and project management, inclusive leadership, first aid, mine rescue, maintenance training

for apprentices and tradespeople, operator training for our equipment, confined space training, and a variety of environment and safety programs. All employees may apply for additional training programs according to their local education assistance policies.

Our approach to leadership development is primarily focused on four programs: Leading for the Future, Leading for Excellence, Leading Together and Emerging Leaders, as described in the following table. Teck also provides employees with access to unlimited online training through an external provider, encouraging upgrading of skills and knowledge for their current or future roles. Additionally, Teck offers sponsorship for employees who wish to pursue business education through a Graduate Diploma in Business Administration and an Executive MBA program.

## Development Programs at Teck

Program	What Is It?	Why Do We Do It?	How Do We Measure Effectiveness?
<b>Performance and Development</b>	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.	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.
<b>Leading for the Future (LFF)</b>	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, we also track retention, movement and promotions of past program participants and their effectiveness as leaders.
<b>Leading for Excellence (LFX)</b>	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.		
<b>Leading Together</b>	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.		
<b>Emerging Leaders</b>	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.

## 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 conducts semi-annual succession and development planning meetings designed to identify key roles and potential skill gaps to ensure that these roles and gaps are addressed in time to achieve business objectives. The purpose of these meetings is also to conduct talent reviews and to explore accelerating development for high-potential employees.

## 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—including women in leadership positions—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 2025
- Expand employee engagement opportunities, including employee-driven community initiatives and a company-wide feedback program, by 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 Equity, Inclusion and Diversity, and Our People

At Teck, we conduct four types of assurance. This includes audits of operations and business units; corporate annual HSEC assurance and mid-year effective checks conducted by Teck's HSEC Assurance team; corporate annual internal audits conducted by Teck's Assurance and Advisory team; and external assurance by independent auditors for relevant regulatory and voluntary membership requirements. Following each of these types of assurance, applicable management teams use the results to inform future actions and Teck's five-year planning process.

## Assurance related to Managing Equity, Inclusion and Diversity, and Our People

Type	Organization	Items Reviewed
External	International Council of Mining and Metals	<ul style="list-style-type: none"><li>• Performance Expectation 3.8—Diversity</li></ul>
External	Mining Association of Canada	<ul style="list-style-type: none"><li>• Requirement 17</li></ul>
External	The Copper Mark	<ul style="list-style-type: none"><li>• Issue area 9—Equality</li><li>• Issue area 26—Human Rights</li></ul>