

Diversity & Employee Relations



Across industries, technology and globalization are reshaping how we do business; this, in turn, affects the global labour market, with an increasing demand for high-skill technical employment.¹² At the same time, women and potentially disadvantaged groups are being better integrated into the workforce in the majority of OECD countries.¹³ Companies are responding to these trends by investing in the development of employee skills, and working to attract and retain a more diverse workforce.

New technologies in the mining industry have the potential to enhance safety, reduce the environmental footprint of mining and reduce operating costs. Responding to and taking advantage of these technological shifts in the mining sector will require attracting the skilled talent needed to develop and implement these shifts.

Diversity is becoming a more significant priority for the mining industry, where women, Indigenous Peoples and other minorities are under-represented. A diverse workforce, which integrates a wider range of people, backgrounds and perspectives, not only helps enhance corporate performance, but it also makes local economies more resilient. As of 2018,

women make up 18% of Teck's total workforce, up from 14% in 2015, while 29% of Teck's Board of Directors are women.

Supporting a safe, healthy and engaged workforce is at the forefront of our priorities as a business. Our people are core to the success of our operations and our sustainability strategy. We want to be an employer of choice and a company that continues to attract, develop and retain talented and engaged employees globally. We will do this by investing in our people throughout their careers, and by offering diverse and inclusive employment prospects and development opportunities that are supported by competitive remuneration and benefits linked to performance.

Our Performance in Diversity and Employee Relations in 2018

Our Targets and Commitments: We are committed to having a diverse workforce that is representative of the communities where we operate. By establishing a culture of safety, employee engagement and support for inclusion and diversity in our workforce, 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 tables summarize our performance against our 2020 sustainability goals and targets.

2020 Sustainability Strategy Goal	Status	Summary of Progress in 2018
Build a diverse workforce that includes more women and Indigenous Peoples.	On track	Women make up 18% of Teck’s total workforce, up from 14% in 2015, and 31% of total new hires in 2018 were women. As of early 2019, 29% of Teck’s Board of Directors are female.
Develop leaders who can confidently and efficiently manage safe, respectful and productive operations.	On track	243 Teck employees completed one of our Leadership Development Programs in 2018. Approximately 700 employees across Teck participated in Gender Intelligence workshops, with over 1,400 employees completing this workshop to date since 2017.

2018 Key Performance Indicators

2018: 18% female employees	2018: 8% total turnover	2018: \$43 million
2017: 17% female employees	2017: 9% total turnover	2017: \$38 million
Indicator % of women working at Teck	Indicator % of total employee turnover	Indicator Annual investment spend on training
Target Increase % of women at Teck	Target Keep total employee turnover under 10% each year	

Global Workforce Demographic

At the end of 2018, there were 10,710 employees, temporary and permanent, working at Teck operations and offices.

Figure 20: Global Workforce in 2018

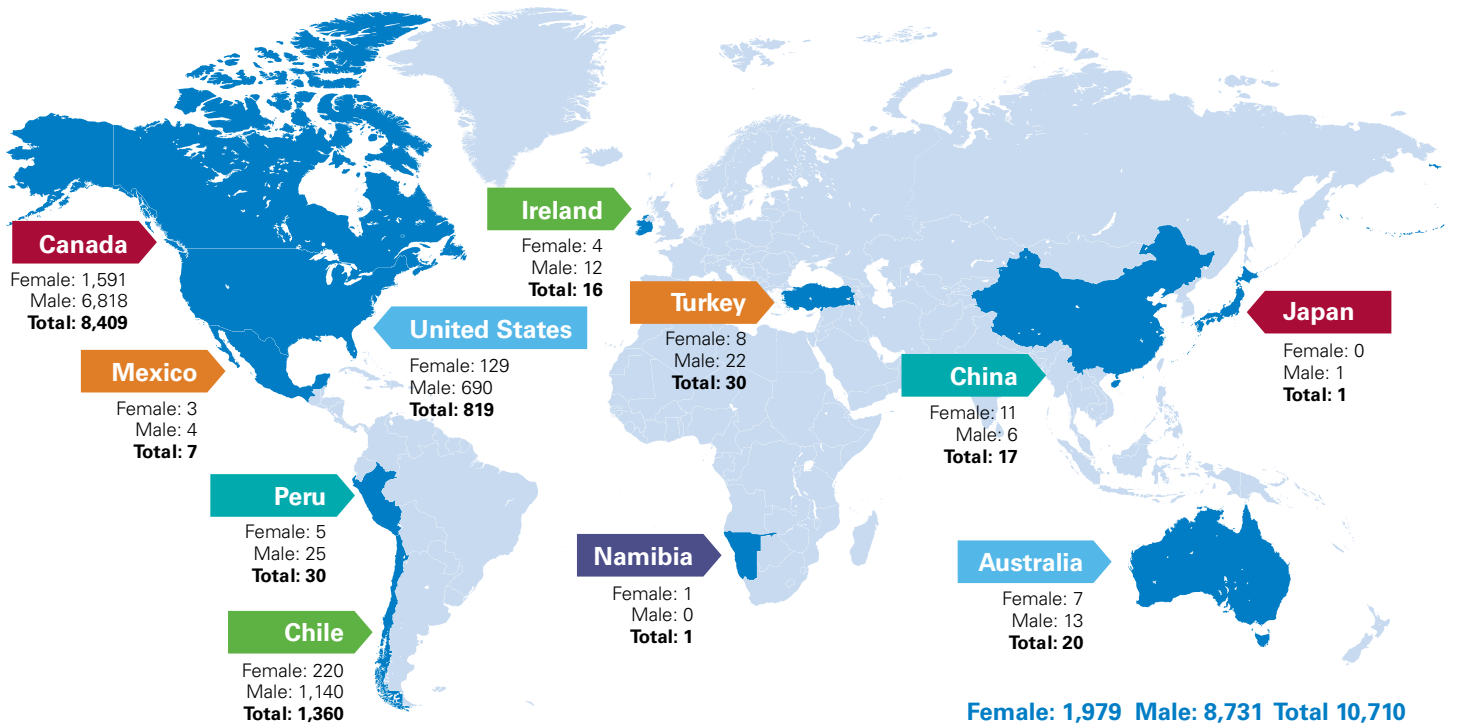


Figure 21: Global Workforce by Employment Level (as at year-end)

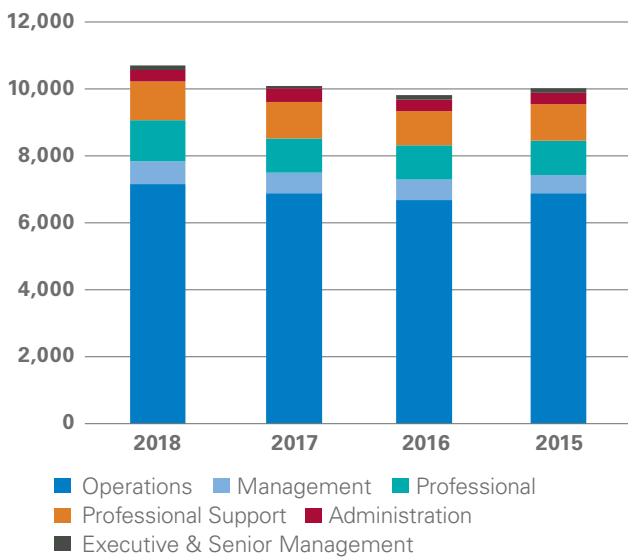
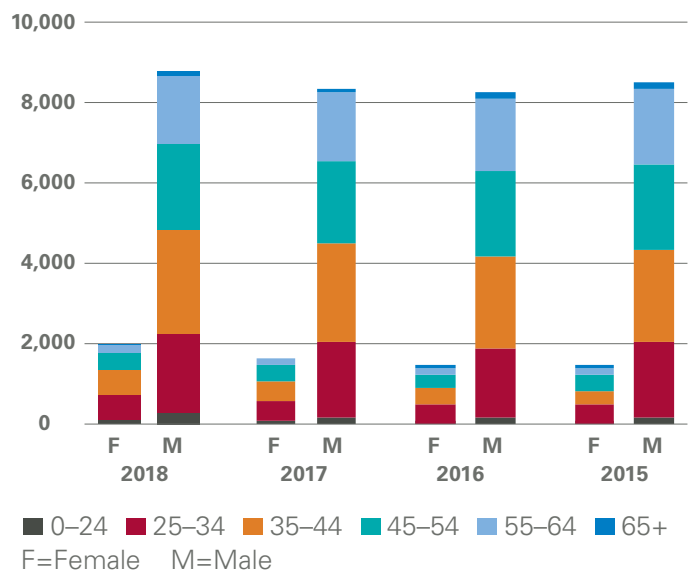


Figure 22: Global Workforce by Age and Gender



Labour Relations

In 2018, two new collective bargaining agreements were signed with Union 2 and Union Admin at our Quebrada Blanca Operation in Chile. In total, 57% of our workforce is unionized. There were zero strikes in 2018.

Talent Attraction

We conducted recruitment events in several towns and universities in 2018. These activities help ensure we attract top

talent and a sufficient volume of applications to fill vacancies, with a focus on co-op students and professionals in training (e.g., Engineers and Geologists). In 2018, we continued to increase our efforts in digital recruitment, primarily through social media, in an effort to reach more diverse applicants, with a focus on women. Additionally, 31% of total new hires (618) in 2018 were women. For a breakdown of new hires by age group and gender, as well as by employment type, see our [online 2018 Sustainability Performance Data](#).

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 are enabling our workforce to go home safe and healthy every day, creating an engaged workforce capable of excelling in their current roles and equipping them with skills for future roles.

We track training hours for all activities related to further development of employees' skills. These hours can include training provided by Teck trainers and/or external consultants; it does not include basic compliance training.

Employee Turnover

For an overall understanding of workforce dynamics and changes, we track employee turnover, including voluntary resignations, involuntary layoffs, and retirements.

Figure 23: Investment Spend on Training (millions)

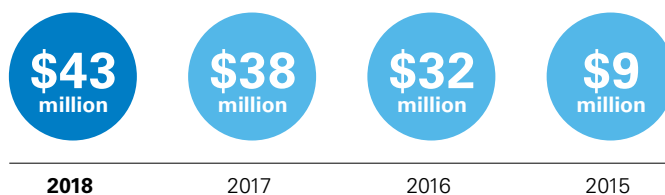


Table 22: Average Hours of Training per Employee in 2018

Type	Male	Female
Hourly	56	77
Staff	30	32
Total	51	56

Table 23: Employee Turnover

	2018	2017	2016	2015
Voluntary Turnover Rate	6%	6%	6%	7%
Total Turnover	8%	9%	7%	10%

Table 24: Return to Work and Retention Rates after Parental Leave

	2018	2016	2016	2015
Number of employees who took parental leave	134	123	122	93
Number of employees who returned to work after parental leave ended	Data for 2018 will be available in the 2019 Sustainability Report	111	96	77
Return to work and retention rate of employees who took parental leave (%)		90%	79%	83%

Building Strength with People

We evaluate employee engagement by measuring the effectiveness of our *Building Strength with People* program, a framework through which salaried employees have regular performance reviews, development planning and career conversations with their supervisors. On an annual basis, we conduct a survey of participants to evaluate their satisfaction with the program from 0% to 100% in each of the three categories of the framework. The overall score on the survey in 2017 was 76%, which is the same score as in 2016. 2018 results will be available in mid-2019. A number of recommendations were made to improve the program going forward, particularly to address the results for development. This includes increasing the visibility of senior leadership, simplifying the software, scheduling training for supervisors and conducting a full review of the program.

Leadership Development

Teck’s approach to leadership development is primarily focused on four programs: Leading for the Future, Leading

for Excellence, Leadership Challenges and Emerging Leaders. In 2018, we conducted six Leading for the Future program cohorts, four Leading for Excellence cohorts, four Leadership Challenges and the sixth cohort of our Emerging Leader Program was completed as of 2017. In addition to these programs, Teck conducted a thorough review of three of the leadership development programs to ensure that they continue to meet the needs of the business. Plans are in place to make some changes to the program in 2019 to include new content around inclusive and innovative leadership.

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 www.teck.com/connect to read archived volumes of *Connect*.

Diversity and Equal Opportunity

In 2018, we continued to work towards building a diverse workforce that includes more women and Indigenous Peoples, focusing on a number of initiatives tied to the six areas of our

Inclusion and Diversity Plan. For information about Indigenous employment in 2018, see the Relationships with Indigenous Peoples section on page 56.

Table 25: Implementation of Inclusion and Diversity Plan

Area of Inclusion and Diversity Plan	Example 2018 Activities
1. Develop our people — grow a culture of inclusion that values diversity	Approximately 700 employees across Teck participated in Gender Intelligence workshops, with over 1,400 employees completing this workshop to date since 2017. Respectful Workplace training continued across our operations and sexual harassment training was rolled out across our Chilean operations.
2. Measure and report	We measure and report on gender diversity metrics internally and externally in the sustainability report.
3. Attract the right people — strengthen our recruitment practices	At our Carmen de Andacollo Operations, a Female Haul Truck Driver Program was launched to provide training opportunities for women from the local Andacollo community.
4. Foster a more inclusive culture and increase employee engagement	Teck sites in Chile participated in several industry meetings related to women in mining and with government officials in order to increase female representation in the mining industry.
5. Remove systemic barriers and biases — make processes more inclusive	Building on the success of Phase 1 and Teck’s initial US\$1 million investment, UN Women and Teck announced the extension of their partnership and the development of a new training centre to empower Indigenous women in northern Chile, funded through an additional US\$1 million investment from Teck. The investment will help provide Indigenous women in northern Chile with access to high-quality and culturally relevant training programs, with a focus on economic development, entrepreneurship and business management skills.
6. Continuing to build our brand as an inclusive and diverse company	We joined Project RISE, a research program that is part of a larger consortium named Engendering Success in Science, Technology, Engineering and Math (STEM). Additionally, for the second year in a row, Teck was a sponsor of the International Women in Resources Mentoring Program. Eighty mentees from a variety of disciplines were matched up with industry professionals to learn leadership skills.



Creating a Diversity Network in Chile

In Chile, women make up just 8.3% of workers in the mining industry; at 14%, Teck's workforce in Chile exceeds the industry average. However, knowing the importance of inclusion and diversity, we doubled down on a cultural change with a gender perspective to better support and attract women into our workforce.

"In an industry that has traditionally maintained a male-dominated workforce, we recognized that a cultural shift that better supported a female workforce would have tremendous benefits," said Chris Dechert, Vice President, South America. "By being more inclusive and diverse, we are able to come up with better perspectives and more innovative approaches to our work, and attract a broader pool of candidates."

Women in Teck

Chris worked with Diversity Development Consulting to review Chile's operations, projects and corporate office processes to identify obstacles related to diversity and inclusion. The result was a recognition that women, not only at Teck in Chile but across all Teck operations, wanted a women's support network. Thus, Women in Teck (WIT) was born.

Led by Amparo Cornejo, Vice President, Sustainability and Corporate Affairs, Chile, WIT's goal is to provide a support network for the different labour and industry challenges, offer information on job opportunities and participate in industry events for women.

"WIT has been tremendously successful in centralizing efforts that support women in our company and provide them with information and opportunities they otherwise would have missed out on," said Amparo. "There's still lots of work ahead of us, but we have a strong foundation now to help support gender diversity not only at Teck, but across the industry."

Celebrating Diversity

In 2018, WIT organized a day of reflection for International Women's Day across Chile operations; brought in Chile's first female Aerospace Engineer, Karin Saavedra, to talk about technology and innovation on Mining Day; and established a working relationship with the Women and Mining Working Group of the Chilean Ministry of Mining and the Chilean Ministry of Women and Gender Equity. Following these events, Teck in Chile was acknowledged by the foundation [PROhumana](#), for its commitment to gender equity.

WIT continues to work on the programming of activities for 2019, with a mission to further enhance gender diversity in the company.

Learn more about [inclusion and diversity at Teck](#).

Representation of Women at Teck

There were 1,979 women working at Teck at the end of 2018, which represents 18% of the total workforce, compared to 17% of the total workforce in 2017. Additionally, 31% of total new hires (618) in 2018 were women.

In 2018, 31% of total new hires were women.

Table 26: Women in Leadership and Technical Positions

Category	2018	2017	2016	2015
Board of Directors	29%	21%	14%	25%
Senior management	8%	7%	7%	7%
Management	20%	19%	18%	16%
Operational or technical positions	12%	11%	9%	8%
Of the operational or technical positions, the % in leadership positions	7%	6%	5%	5%

Remuneration at Teck

Teck is committed to providing a fair living wage to all employees and contractors that is above the local minimum for all of our significant areas of operation. For our hourly employees, see Table 27 for the ratios of entry level wage compared to local minimum wage by gender. For Canada,

Teck wages are compared against the B.C. minimum wage. In Washington state and Alaska, they are compared against the Washington state and Alaska minimum wages, respectively. In Chile, they are compared against the national minimum wage.

Table 27: Entry Level Wage Compared to Local Minimum Wage⁽¹⁾

Countries	2018		2017		2016	
	Female	Male	Female	Male	Female	Male
Canada	2.5:1	2.5:1	2.6:1	2.6:1	2.7:1	2.7:1
United States	1.5:1	1.5:1	1.5:1	1.5:1	1.7:1	1.7:1
Chile	2.6:1	2.6:1	2.8:1	2.8:1	2.8:1	2.8:1

(1) The figures represented in this table are for hourly employees, who make up approximately 65% of our workforce. This does not include contractors.

Gender Pay Equity Review

Company-wide Gender Pay Equity Reviews were conducted in 2018 and 2017, 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 results reviewed and validated by a leading third-party global consultancy. The reviews found no indication of any systemic gender pay issue within our company; differences in salaries paid are primarily due to an average of shorter service years held by female employees in the company. We will continue to maintain gender pay equity in the organization and similar reviews will be conducted regularly.

Table 28: Ratio of Basic Salary and Remuneration in 2018

Employee Category	Average Basic Salary	Average Remuneration
	(Male : Female)	(Male : Female)
Canada		
Executive & senior management	1.0 : 1	1.1 : 1
Management	1.0 : 1	1.0 : 1
Professional	1.1 : 1	1.1 : 1
Professional support	1.3 : 1	1.3 : 1
Administration	1.0 : 1	1.0 : 1
United States		
Executive & senior management	n/a	n/a
Management	1.0 : 1	1.0 : 1
Professional	1.1 : 1	1.1 : 1
Professional support	1.2 : 1	1.2 : 1
Administration	0.8 : 1	0.8 : 1
Chile		
Executive & senior management	1.0 : 1	1.0 : 1
Management	1.0 : 1	1.1 : 1
Professional	1.0 : 1	1.1 : 1
Professional support	0.9 : 1	1.1 : 1
Administration	0.9 : 1	1.0 : 1

Workplace Flexibility

A childcare benefit program was piloted in 2017 with employees in Calgary, Richmond, Toronto and Vancouver and at Highland Valley Copper Operations. The program, called Kids & Company, supports priority access to childcare services, such as flexible part-time daycare, a guaranteed childcare spot within six months of registration, camp programs during school closures, and more. Following success of the pilot, this program was established permanently at these locations in 2018.

Employee Feedback and Grievances

In 2018, we dealt with individual reports of harassment through our human resources procedures and received zero allegations of discrimination through our whistle-blower hotline.

Outlook for Diversity and Employee Relations

In 2019, we will continue to improve our recruitment practices, conduct inclusive leadership-related training, and advance external partnerships to support women and Indigenous Peoples. As part of our focus on inclusion and diversity, we recruited a Director of Inclusion and Diversity in early 2019, and will continue rolling out Gender Intelligence training at our Canadian, American and Chilean operations. As in past years, we will also continue to implement our strategy to attract, engage, retain and develop the best people to meet our current and future business needs.

GRI Indicators and Topic Boundary

102-8, 102-41, 202-1, 401-103, 401-1, 401-3, 402-103, 402-1, 403-1, 403-4, 404-103, 404-2, 405-103, 405-1, 406-1

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

How Does Teck Manage This Topic?

Information about how we manage diversity and employee relations, including relevant policies, management practices and systems is [available for download on our website](#).