

connect

Volume 16, 2016

PEOPLE
— MAKE IT —
POSSIBLE

Rolling Into Safety

An Operating Excellence Story from CDA

Unified Communications

An IS+T Dream Realized by
the Collaboration Services Team

Christmas in the North

Santa's Annual Visit to Red Dog

Teck



Elkview Operations Receives TSM Leadership Award

Congratulations to employees at Elkview Operations on receiving a Mining Association of Canada (MAC) TSM Leadership Award for outstanding performance in the Towards Sustainable Mining (TSM) initiative's three focus areas—environmental stewardship, communities and people, and energy efficiency.

Elkview achieved Level AAA, the highest level of performance, in all of the program's 23 indicators during external verification, marking the first time a MAC member site has done so.

"Elkview is very proud of this achievement, which is a direct result of the hard work and commitment of the employees," said Don Sander, General Manager, Elkview Operations. "There is a strong culture of safe, responsible resource development at Elkview, and across all of Teck's steelmaking coal operations."

This is the second time Elkview has earned the award, the first time was in 2013. Line Creek Operations, Trail Operations and Cardinal River Operations have all also previously received TSM Leadership Awards in other areas.

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Thank You

Many thanks to those who contributed to and participated in this issue of *Connect*:

Catherine Adair, Community Relations Leader, Trail Operations; Craig Bishop, Superintendent, Processing and Maintenance, Coal Mountain Operations; Veronica Carrion, Human Resources and Payroll Administrator, CESL; Peter Hass, Manager, IS+T Collaboration Services, Information Services and Technology, Vancouver office; Lucy Hollis, Project Geologist, Exploration – the Americas, Vancouver office; Sheila King, Controller, Red Dog Operations, Anchorage office; Theresa O'Donnell, Environmental Health & Safety Tech, Pend Oreille Mine; Jacqui Schneider, Senior Community Relations Coordinator, Highland Valley Copper; Ted Zigarlick, Superintendent Training & Development, Red Dog Operations



On the Cover

Tessie Snyder, Mine Engineer,
Red Dog Operations.

Submissions

Have a story that you would like to share through *Connect*? Submit your article and high-quality photos to:

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Welcome

The end of 2016 is almost upon us and, as I look back over the last 12 months, it is amazing to consider how far we have come.

So much of our success this year—and every year—has been because of our people. The theme for this issue, People Make It Possible, and the stories we have highlighted from across Teck make it clear that our employees make so many good things possible—for their co-workers, for the communities in which we operate and for our shareholders.

Much of this good work focuses on what matters most—safety, sustainability and productivity. These themes have been tremendously important to Teck during recent years and have helped guide us through one of the most challenging periods in our company's history.

Safety in this issue takes us to the front line, where our employees often see a better, safer way to work. "Rolling Into Safety" is a great example from Carmen de Andacollo Operations of innovation, ingenuity and collaboration working hand-in-hand to help keep our employees out of the 'line of fire'.

Examples of the good work being done to ensure our operations are environmentally and socially responsible can be found in the Sustainability section of this issue. These include "Teck's Harlequin Romance", which describes our efforts to protect the habitat of the colourful harlequin duck, found near our Cardinal River Operations, and "Protecting Flora and Fauna", which provides us with a look at some of the vegetation and wildlife native to the Tarapacá Region of northern Chile and the focus of conservation efforts by the team at that operation.

Productivity improvements always come from our people, those who know the work best, how it can be improved and the right people to do it. This is particularly true in "Unified Communications: A Dream Realized", which chronicles the work done by IS+T's Collaboration Services to take the complexity out of communicating across Teck sites and offices, making it better, easier and more cost-effective.

Our company's strength has always been our people. Throughout the many challenges we have faced, our employees have remained focused and determined and, in doing so, have helped keep Teck strong.

On behalf of the Board of Directors and the Senior Management Team, I would like to thank all employees across Teck for their tremendous efforts throughout this year. I wish you and your loved ones a safe and happy holiday season, and I look forward to what we will make possible in 2017.

A handwritten signature in black ink, appearing to read "Don Lindsay". The signature is fluid and cursive.

Don Lindsay
President and CEO



Rolling Into Safety

An Operating Excellence story about how technology is helping keep employees out of 'the line of fire' at Carmen de Andacollo Operations.

Finding ways to operate more safely and efficiently sometimes requires leveraging innovation with human ingenuity. That is what happened at Carmen de Andacollo Operations (CDA), when, in 2014, the team was tasked with developing a safer, better way to change the massive tires on haul trucks.

Opportunity

Haul truck tires are more than 10 feet tall and sustain a significant amount of wear and tear as a result of a mine's rugged terrain. On an average day at CDA, the operation's haul trucks carry almost 200 tonnes of copper ore to crushing plants and ore concentrators.

Typically, changing one of these tires requires four employees, two of whom position themselves in a high-risk area between the new tire and the axle of the truck, known as 'the line of fire', while checking to ensure the tire is aligned properly.

Action

A multidisciplinary team led by Rodrigo Gonzalez, Reliability and Maintenance Lead, was assembled to find a solution that would avoid exposing employees to this high-risk area during the process while also ensuring the tires were adequately stabilized.

With input and ideas from the very people who change the tires, a solution was implemented involving large clips secured to the outer part of the tire rim and held in place using ratchet straps, clamps on the hoist cylinders, shackles and clamping jaws—all existing certified tools from site.

Then, to align the bolts, two high definition cameras were mounted to the installation equipment along with a monitor inside the cabin, alleviating the need for a signal person near the tire.

Benefit

As a result of these new procedures, employees tasked with changing the tires on haul trucks are no longer required to position themselves in the 'line of fire' while conducting this frequent operational task.

This problem-solving experience demonstrated effective teamwork and safety innovation by the team at CDA, and a review is underway to potentially expanding the practice to other operations. The solution was simple, cost-effective, and leveraged existing technology that the team was able to implement at the operation on an ongoing basis. ■



Technology and Innovation at Teck: Getting the Most Out of Our Fleet

Maximizing the efficiency of our trucks and shovels is critical to the long-term viability of our operations, and innovative technologies are playing a big part in helping us get the most out of our fleet.

Here are just a few examples...



Shovel Payload Monitoring

How Does it Work?

Shovel payload monitoring sensors help our operators load trucks with the optimal amount of material while minimizing maintenance related to overfilling.

The Result?

Payload technology was first piloted at Greenhills Operations, where a 2.8% increase in payload resulted in \$1.4 million in annual savings. Replicating this technology at Elkview and Fording River Operations resulted in additional savings of \$8 million at each site.



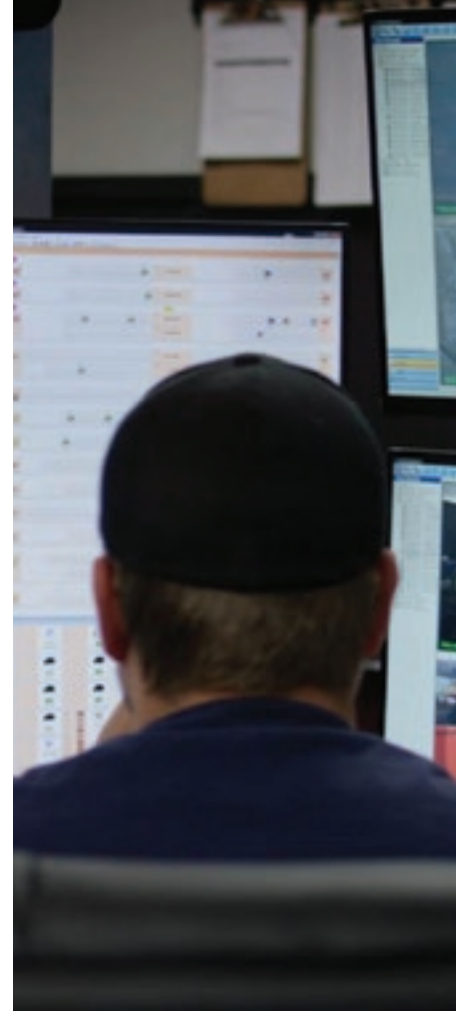
Fleet Management Software

How Does it Work?

Fleet management software allows our dispatchers to optimize shovel and truck operations while tracking Key Performance Indicators and machine performance to reduce vehicle queue time.

The Result?

Sites that have implemented the fleet management software have seen immediate benefits. Since the system was installed at Red Dog in 2015, that operation has realized nearly \$2 million in savings.



Mobile Equipment Monitoring

How Does it Work?

Mobile equipment monitoring sensors and software allow us to monitor machine health and pre-empt repairs, reducing maintenance costs and minimizing truck downtime. Data collected are also used to create maps of road conditions so that dispatchers can direct crews to key areas for maintenance.

The Result?

By implementing mobile equipment monitoring and a maintenance dispatcher, Fording River Operations saved \$192,000 in October 2016 alone. ■

These are just a few of the many innovative technologies at work at our sites. Watch for more stories on technology at Teck in upcoming issues of *Connect*.

Unified Communications: A Dream Realized

Submitted by Peter Hass, Manager, IS+T
Collaboration Services.

In 2014, meetings across Teck were becoming increasingly complex. We had multiple audio conference calling providers, multiple in-room technologies and multiple ways to share data with each other. We had too many options and none of them were particularly easy to use or reliable. As a result, meetings would either start late or be interrupted because of technical issues and, ultimately, interfere with the productivity of our people.

Because we knew that the complexity of our meetings would continue to increase, we knew we had to bring an efficient, single meeting platform to Teck... and we had to do it fast.

The first thing we did was assign Valerie Pike, Desktop Technician and A/V Support, to large meetings taking place across multiple sites and offices to ensure these received the right support at the right time, a move that led to big improvements almost immediately.

This not only meant that these meetings were running more smoothly, it also meant that IS+T had a lot less to worry about, which freed up time and resources to focus on finding a way to run our meetings more efficiently.

In 2015, we knew that, with travel budgets greatly reduced, people would be relying more and more on video conference to communicate with each other. Unfortunately, video conferencing was our biggest challenge. (In IS+T, video conferences were jokingly referred to as 'shuttle launches' given the massive coordination effort each one took.) At a time when we could only handle about five video

conferences a day, due to the effort it took to plan and operate them, demand was on the rise.

So, the next thing we did was create a new team called Collaboration Services, which included subject matter experts on various technologies in use at Teck with the vision of joining them all together to create truly unified communications.

The capacity and reliability of our Skype for Business and Polycom RealConnect platform means we can also provide support to many different types of meetings at Teck.

Chief Information Officer Kal Ruberg and David Hood, Director, IS+T Infrastructure, helped articulate our goal for 2015: make it easier for people to communicate with each other from anywhere, clearly, cheaply and effectively enough to avoid travel. With this, we set off to research individual technologies and combinations of technologies to find a solution that would provide an easy way—ideally with one button—to organize and start a meeting.

That research led us to a platform that used Microsoft Skype for Business and Polycom RealConnect—Skype for Business because it integrated with other Microsoft applications while also giving us the ability to run on many desktop and mobile platforms, and Polycom RealConnect because of its flexible connectivity and ability to create a seamless bridge to Skype for Business. Crestron room automation

Opposite page: Members of the IS+T department, including the Collaboration Services team: (back row, left to right) Edgar Baguma, Cristian Sanchez, Annie Wang, Tyson Villeneuve, Elissa Wang, Bruce Hewer; (front row) Valerie Pike, Peter Hass, Matt Stanford.



was the third and final component of the solution, with a table scheduling panel that gave us the 'one button' option we had been looking for.

With support from Kal Ruberg and David Hood, along with assistance from many of our IS+T colleagues, we implemented the Microsoft Skype for Business and Polycom RealConnect platform in late 2015 with additional meeting support from Desktop Support Technician Edgar Baguma and Project Managers Annie Wang and Cristian Sanchez.

The outcomes from this project have been fantastic. Today, we have the easy-to-use single meeting platform we wanted, regardless of how complex the scenario is. Whether it's audio only, video conference, remote participants, remote presentations, every meeting can be quickly and easily set up as a Skype for Business calendar event in Outlook.

The capacity and reliability of our Skype for Business and Polycom RealConnect platform means we can also provide support to many different types of meetings at Teck, like our quarterly investor conference calls, investor days and Let's Talk sessions, to help further reduce costs.

But we're not done yet! The Collaboration Services team is continuing to improve the meeting experiences of Teck employees and we are always researching new technologies to help us better collaborate.

Stay tuned for more good things to come... ■

Collaboration Services Team

Peter Hass

Manager, IS+T Collaboration Services

Valerie Pike

Audio/video support

Matt Stanford

Meeting room and audio/video design

Tyson Villeneuve

Cisco Telephony and Networking

Bruce Hewer

Microsoft Lync/Skype for Business

Tim Jordan

Microsoft Exchange E-mail and process automation

Elissa Wang

Change Management



Christmas in the North

Red Dog Operations marks one of the last stops Santa makes on his Christmas journey around the world every year.

Although Santa starts his journey from the North Pole, he ends it near Red Dog, one of the most westerly points on the North American continent.

“We are even further west than the Hawaiian Islands, so he is a pretty tired gent at the end of the day when he arrives here,” says Henri Letient, General Manager, Red Dog. “However, he has never missed this stop in the 27 years of operations at Red Dog, and he continues to spread Christmas cheer to everyone here.”

For those employees each year who remain at site to maintain operations during the holidays, Santa’s arrival kicks off the fun annual festivities at Red Dog, including games, tournaments and sled dog races.

Along with the activities, Santa brings special guests—friends and family of employees who are invited to come spend the holidays with them on site—and the catering staff provide everyone with very special Christmas and New Year’s dinners.

While it might not be home, each year employees say they are grateful that Santa and the management team at Red Dog make the operation feel like a special home away from home during the holiday season. ■

Above right: Brendan Vermeulen and Santa (Bob Chandler).

Above left: (top row, l – r) Dan Rawlins, Mikki Foster, Bob Chandler, Kristen Lie, Logan McLeod; (front row, l – r) Roger Stalker, Kevin McNeal, Jeffrey Mills.

Santa has never missed this stop in the 27 years of operations at Red Dog, and he continues to annually spread Christmas cheer to everyone here.

Update: Mammograms on the Move

A follow-up on the mobile clinic supported by Teck, which provides breast cancer screening for women in communities around Carmen de Andacollo.

Today, breast cancer remains one of the leading causes of death among women in Chile. So in 2014, in a move to increase early—and potentially life-saving—detection efforts, the Arturo López Pérez Foundation came up with a way to help make the test more accessible for women in remote areas: a mobile mammography clinic.

The initiative was supported by Chile's Bureau of Health, and an extension of the program into the Coquimbo Region of Chile and the communities surrounding Carmen de Andacollo Operations (CDA) was made possible through community investment funding from Teck.

"This health issue affects so many women in Chile," says Manuel Novoa, General Manager, CDA. "It is crucial that these types of services are readily available so that women feel empowered to take a proactive approach to getting tested."

The mobile clinic is now an important part of health screening in the region, and in 2016, another 350 women in the community benefited from the free mammograms, in addition to the more than 500 women already tested in years previous. ■

The mobile clinic is now an important part of health screening in the region, and in 2016, another 350 women in the community benefited from the free mammograms.



This article was adapted from a story originally published in *Somos Teck*, Teck's magazine for employees in Chile.

PEOPLE & PLACES



Veronica Carrion

**Human Resources Administrator
CESL**

When did you start at the company, and at which site/office?

I started my career at Teck at CESL in February of 2001.

Could you provide a brief description of what you do in your role?

I'm responsible for recruiting and job placement—from interviews through to employee orientations. I also keep employee records and benefit data updated in our HR system. Day to day, I'm here to keep employees informed and answer any questions they might have.

What is your favourite part about your job?

I enjoy getting to help employees, working with them and answering questions.

What is your most memorable moment working at Teck to date?

I began as an Accounting Assistant. After several years here, a position on the HR team opened up and I was interested in learning new skills and being trained to enter a different role. I'm grateful I had the opportunity to do that.

What is your favourite activity outside of work, and why?

Definitely spending time with my family, my husband and two sons. My sons are teenagers and very active in sports. I make sure I attend all of their games, and I really enjoy that.

Craig Bishop

**Superintendent, Processing
and Mine Maintenance
Coal Mountain Operations**

When did you start at the company, and at which site/office?

I moved to B.C. from Newfoundland and Labrador in June of 2007 to work at Elkview Operations as a Reliability Engineer-in-Training.

Could you provide a brief description of what you do in your role?

My role is focused on aligning the site and business unit goals with the departments I lead to ensure we are a safe productive operation. It involves interacting with people in a variety of groups and communicating information to help motivate everyone.

What is your favourite part about your job?

My favourite part is being out on the floor of the plant or in the shop with our employees, talking to them, trying to support them, understand what's happening, and learning from them.

What is your most memorable moment working at Teck to date?

I worked as a front-line Running Repair Supervisor, and being able to get out in the pit and learn about mining from the perspective of the maintenance and operations groups was a step change in my career.

What is your favourite activity outside of work, and why?

Going camping with my wife, Anne Marie, and our 5-year-old twin boys, Jack and Aidan. It's really fun to explore new areas in Alberta and B.C. with my family and watch my children learn from outdoor activities.



Lone, Washington

**Theresa O'Donnell,
Environmental Health & Safety Tech
Pend Oreille Mine**

What is your community's point of pride?

Lone, together with neighbouring towns Metaline and Metaline Falls, are tightly knit communities. Between the three, whenever something happens, everyone bonds together and tries to help each other out.

When visiting, what's a must-see?

Where to start! There's Boundary Dam, the Gardner Cave, Sullivan Lake, Mill Pond, as well as lots of other places to hike and caves to explore.

What's a typical weekend like there?

Weekends here are generally pretty laid-back. In the winter, people watch local indoor basketball games, and then outdoors there are activities like snowmobiling and skiing at nearby resorts. In the summer, we have a movie theatre that's open and people like to do that.

What's your favourite restaurant in the community?

There are only a few restaurants in the area and they're all good, but I'd say my favourite is Cathy's Café in Metaline Falls, because it's the only one that serves breakfast.

Is there anything else you'd like other Teck employees to know about the area?

It's just a really calm place to be. Lots of outdoor activities, lots of beautiful things to see and do, like hiking, camping, and boating.



Anchorage, Alaska

**Sheila King,
Controller
Red Dog Operations**

When visiting, what's a must-see?

Going up to Glen Alps Flattop area should be on any visitor's list. You can see the Alaskan mountain ranges, as well as an amazing view of the city. You can drive up, or go with a tour company.

What is the area's best-kept secret?

While our summers are lovely, in my mind, winter is also a great time to visit. There's the Fur Rendezvous Winter Festival, the kickoff to the Iditarod Great Sled Race, ice sculptures in the centre of town, and the northern lights.

What's a typical weekend like there?

We like to get outdoors and hike, fish, ski or camp. There are also a variety of festivals and the Alaska Center for the Performing Arts hosts lots of concerts and theatre, as well as local craft bazaars where people sell homemade goods.

What's your favourite restaurant in the community?

The Rustic Goat is one of my favourites. They take comfort foods like tater tots, mac and cheese, and meat loaf, and put some flair into their dishes.

Is there anything else you'd like other Teck employees to know about the area?

Anchorage is a special place—the beautiful outdoors, majestic mountains, abundant wildlife, and city amenities, all in one place.

A PICTURE IS WORTH 1,000 WORDS

1. On December 3, aspiring hockey players in Kamloops, B.C. participated in a skills clinic run by four-time Olympic medallist Jennifer Botterill, Torino 2006 Olympian and former NHL player Marty Turco, and Hockey Canada's Tom Renney as a part of the annual Teck Coaching Series. For a video and more photos from this event, visit our Facebook page at [facebook.com/teckresourcesltd](https://www.facebook.com/teckresourcesltd)



2. Geologists Moira Cruickshanks, Cassandra Legacy and Zuzka Gazdik from Teck's North American Exploration team work on site at the Cirque Project located in northeastern B.C. in October 2016.

3. In the maintenance services department at Trail Operations, when an employee retires or leaves, their hard hat is hung up on the wall above the entrance to the tool crib in commemoration of the many fond memories during their time with the team.

4. Every November since 2000, Highland Valley Copper has hosted Grade 9 students at the operation as a part of the Take Our Kids to Work program. Daughters and sons of employees have the opportunity to visit their parents' work areas and get a demonstration of their skills during the special tour.



5. A generous group of employees from Quebrada Blanca Operations sponsor the Differential School of Hope in the nearby community of Antofagasta. Together, they provide students with gifts, including tools and equipment for a variety of classes, as well as organize time on their days off to go help with infrastructure improvements and repairs at the school.

6. After decades of excessive predation, the Klinse-Za caribou herd had only 23 individuals left. In 2014, Teck partnered with West Moberly First Nations, Saulteau First Nations, Wildlife Infometrics, West Fraser Integrated Forestry and other industry peers to implement the Klinse-Za maternal penning program. As of June 2016, the herd had more than tripled in size to 60 caribou thanks to the program, which protects caribou during a critical period—before and after the birth of calves. For more on this story and other sustainability case studies, visit teck.com/responsibility.

7. Employees from Teck's Santiago office participated in Fiestas Patrias, the annual Independence Day celebrations in Chile which take place in September; (l – r) Alejandro Guerrero, Tamara Cerda, Valery Fuentes, Rosa Araneda, Melisa Valenzuela, Estanislao Pasten, Carolina Guevara and Rodrigo López.

8. Volunteers from Teck's Vancouver office pose with Canada Women's Soccer team player and Teck ambassador Stephanie Labbé at a battery collection station at WE Day Vancouver. This year, more than 83,000 batteries were collected at WE Day events across Canada. To learn more about Teck's Zinc Saves Lives Battery Recycling Campaign, visit www.zincsavestives.com



Photo submissions are welcome from employees across Teck and may be sent to connect@teck.com



7



8



Teck's Harlequin Romance

Named for the mask worn in classic Italian comedies, the colourful harlequin duck is found near our Cardinal River Operations in Hinton, Alberta. While Teck has implemented a monitoring and management program for the ducks for the last 20 years, little is known about the potential risks they face during their annual migration.

The Challenge Facing Harlequin Ducks

Harlequin ducks, which are a species of special concern in Alberta, breed each year in McLeod River near the mine. Since the ducks tend to breed in the same spot year after year—a phenomenon called site fidelity—protecting their habitat is important. Over the past two decades, we have taken steps to protect harlequin habitat, including protecting habitat and constructing duck crossings on Prospect Creek, Whitehorse Creek and McLeod River to provide good access for the harlequins along the stream channel.

After breeding, the ducks leave McLeod River in the summer and travel west across British Columbia as far as Haida Gwaii and Vancouver Island, where they spend the winter. Scientists think that, given the ducks' site fidelity to breeding zones, they are likely to return to the same regions on the coast and congregate in large groups. Unfortunately, harlequin duck migration patterns and wintering locations are relatively unknown, which makes it difficult to create a comprehensive conservation plan for the species.

Learning More About Migration

In 2016, biologist Beth MacCallum, who has worked with the harlequin ducks near Cardinal River since the mid-1990s, partnered with Teck, Hinton Wood Products and Environment Canada to launch the Harlequin Duck Migration and Connectivity Project. The objective of the project, which tracks 10 pairs of ducks from the McLeod River population, is to inform future conservation and management activities.

To track the ducks from the mine site to the B.C. coast, the male ducks were fitted with satellite transmitters and the females with geolocators this past spring. It was the first time that satellite transmitters have been used on harlequin ducks in Alberta.

Thanks to the transmitters and associated satellite imagery, researchers were able to track the male ducks this summer as they travelled to the coast. The female ducks followed in late summer, once their young were fledged and able to fly. The project will conclude when the ducks return to McLeod River to breed in May 2017.

“We’re learning so much about their inland and coastal movements. All the male ducks left the McLeod for the coast between June 4 and June 21. All are moulting in different locations on the coast; it will be fascinating to see where they gather in the winter after the females arrive,” said Beth MacCallum, author of Status of Harlequin Duck in Alberta and biologist with Bighorn Wildlife Technologies. “As nearshore activities increase and predation rates change, the ducks are exposed to more potential risks. Knowing where they winter will help us to protect them.”

Partnering to Protect the Harlequin Ducks Year-Round

Results from the Harlequin Duck Migration and Connectivity Project will be combined with research on moulting



This important research embodies Teck’s commitment to contribute to biodiversity conservation knowledge through collaboration in research, education and conservation.

and wintering areas on the B.C. coast by Environment Canada, and research on breeding streams located in the McLeod River in Alberta, in Glacier National Park in Montana, in Grand Teton National Park in Wyoming and in Washington state. Overall, this research will help develop conservation actions for the harlequin ducks throughout their entire life cycle.

“This important research embodies Teck’s commitment to contribute to biodiversity conservation knowledge through collaboration in research, education and conservation,” said Steve Hilts, Director, Environmental Legacies. “Overall, our goal is to achieve a net positive impact on biodiversity in regions where we operate, which includes progressive species monitoring and management.” ■

For more on sustainability at Teck, including case studies and our Sustainability Report, visit: www.teck.com/responsibility

Protecting Flora...

A Look at Biodiversity in Northern Chile.

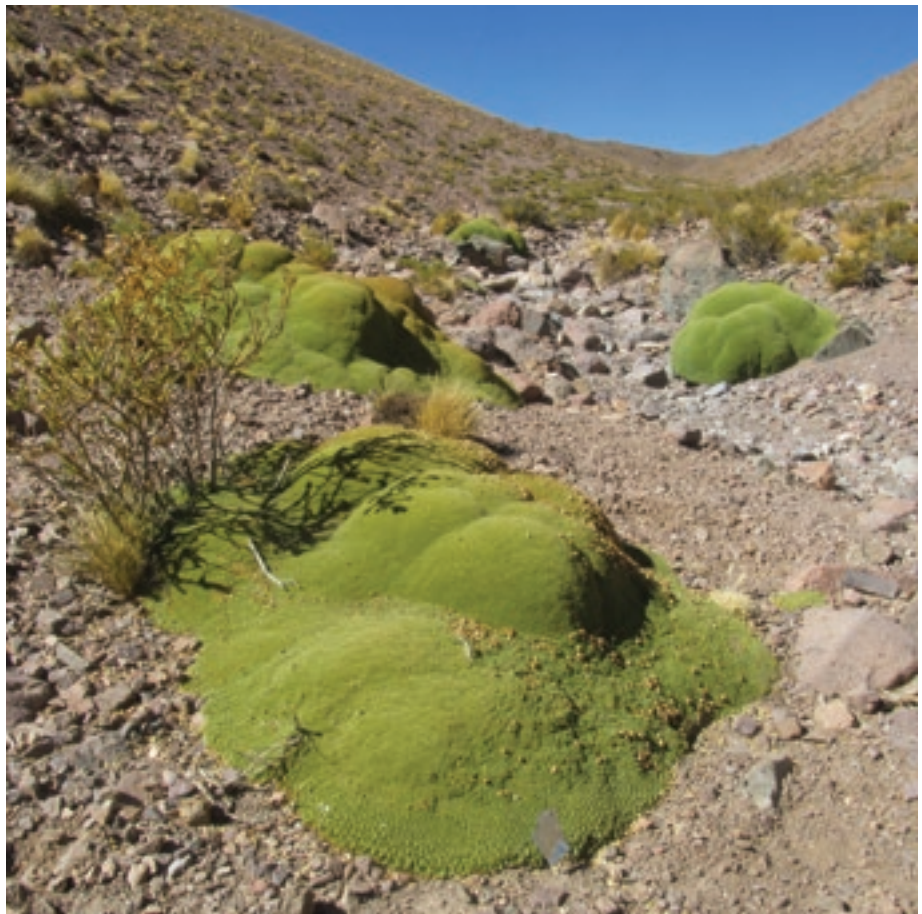
At Teck, we are responsible stewards of the environment from which we draw resources. At Quebrada Blanca Operations (QB) in the Tarapacá Region of northern Chile, that stewardship focuses, in large part, on a variety of species of flora and fauna, like those pictured here. Many of these species fall under special conservation regulations due to their status as vulnerable or endangered, and interactions with the environment they inhabit require careful adherence to the guidelines in place at QB—like those that prohibit the removal, capture or disturbance of any vegetation and/or wildlife—to help ensure the region's biodiversity is protected. ■



This article was adapted from a story originally published in *Somos Teck*, Teck's magazine for employees in Chile.

This page, clockwise from top left: *Aa nervosa*, a species of orchid; Pus kayo (*Maihueniopsis boliviana*) from the cactus family; Llaleta (*Azorella compacta*), a flowering plant.

Opposite page, clockwise from top left: Culpeo zorro, (*Lycalopex culpaeus*) sometimes known as the Andean fox; Partridge of the puna; Viscacha peruana (*Lagidium peruanum*), a species of rodent; Vicuña (*Vicugna vicugna*), one of two wild South American camelids; Puma (*Puma concolor*), also known as a mountain lion, panther or cougar.





...and Fauna

AFTER MINING



Five things to know about responsible mine closure and reclamation.

Our planning for responsible mine closure and reclamation begins before mining even starts, and that work carries on throughout the life cycle of the operation.

Here are a few important facts around the mine closure process and our approach to reclamation planning:

1. Mine closure is the entire process of winding down operations at a mine, including planning for closure, decommissioning of the mine site, reclamation and ongoing monitoring. This work is guided by our vision of achieving a net positive impact on biodiversity in the areas where we operate.
2. Reclamation—one of the largest components of the mine closure process—is the way mined lands are restored for other new and productive post-mining uses in cooperation with the local community and Indigenous Peoples. This work can include establishing healthy wildlife areas and wetlands, or preparing areas for future economic or recreational uses.
3. In the earlier days of mining, reclamation planning was done towards the end of a mine's life, if at all. Today, we begin reclamation planning at the start of a project—before mining even begins—which allows for a wider range of potential methods, better options for the landscape, and shorter time frames to achieve end land uses for Indigenous Peoples and communities.
4. We engage with governments, communities and Indigenous Peoples about our reclamation plans and objectives prior to mining. We adopted this approach to promote a more inclusive and collaborative way of doing business and outcomes that better reflect what local stakeholders want for their region.
5. Teck carries out progressive reclamation, which means that we reclaim portions of the site no longer required for mining while mining continues at other parts of the site. The reclamation best practices we implement today have been developed throughout the course of three decades of reclamation research at our sites. ■

Introducing teck.com/aftermining

Teck has recently launched a new series of videos and a section on [teck.com](https://teck.com/aftermining) that further details our approach to responsible mine closure, our objectives and our goals for reclamation, and how we're carrying this out.

For more information, we encourage you to visit teck.com/aftermining

OUR COMMITMENT TO DIVERSITY

At Teck, we believe that inclusion and diversity in our workforce are important, and that a range of backgrounds and perspectives can help build a stronger company.





In October 2016, President and CEO Don Lindsay announced the release of Teck's Inclusion and Diversity Policy, developed by the Senior Executive Diversity Committee [see sidebar] and endorsed by our Board of Directors and Senior Management Team. The policy reflects inclusion and diversity at Teck, as well as our commitment to promoting and fostering an inclusive and diverse workforce. It was developed with and is aligned with Teck's values and existing corporate charters and policies.

In support of this commitment, there are a number of inclusion and diversity initiatives, which have been completed or are in progress across our company, that align with the four pillars of the human resources strategy at Teck. While these reflect the progress being made, more can be done, and work to enhance inclusion and diversity at Teck,

including increasing the number of women in our workforce, will continue in the months and years to come.

Attracting the Right People

Gender-Sensitive Recruitment Practices

A number of new gender-sensitive recruitment practices are now in place, including regularly reviewing demographics to monitor the number of women in our workplace, ensuring that qualified female applicants are included in the interview process, and ensuring that job postings are gender neutral and include a statement about Teck's commitment to diversity in the workplace.

Gender Neutral Titles

Progress to change role titles to their gender neutral form continues across the organization.

Engaging Our People

Updated Maternity and Parental Leave Policies

As a result of a review of maternity and parental leave policies, the Canadian maternity leave policy has been updated to better align with industry standards and to ensure Teck continues to offer a competitive program to our employees. The review of policies in Chile and the U.S. confirmed that our programs there continue to be competitive and in line with legislative requirements in those regions.

International Women's Day

International Women's Day is an opportunity to recognize the contributions and achievements of the many talented women across our organization. This international event has been celebrated annually at Teck since 2014 by profiling women, both internally and externally, from operations and offices at all levels across Teck.

Site-Level Activities

Some sites have established local inclusion and diversity committees that oversee and implement site-specific initiatives such as Mining and Refining for Women at Trail Operations. A second cohort of this mentorship program is scheduled and discussions are underway about possible additional cohorts at other operations across Teck.

Developing Our People

Unconscious Bias Training

Unconscious bias training has been conducted across senior levels of the organization. The training helps participants understand and overcome unconscious biases, and build a workforce and workplace that encourages an inclusive culture.

Respectful Workplace Training

Employee respectful workplace training has been conducted across the majority of the organization. Review and scheduling is underway for areas where training has not yet been conducted.



Senior Executive Diversity Committee

In 2015, a Senior Executive Diversity Committee was appointed to address inclusion and diversity at Teck. The Committee includes:

- Dean Winsor, Vice President, Human Resources (Chair)
- Peter Rozee, Senior Vice President, Commercial and Legal Affairs
- Marcia Smith, Senior Vice President, Sustainability and External Affairs

A fourth committee position is held on a rotational basis by three operational senior vice presidents: Dale Andres, Senior Vice President, Base Metals; Alex Christopher, Senior Vice President, Exploration, Projects and Technical Services; and Robin Sheremeta, Senior Vice President, Coal.

Succession and Development Planning

In order to continue to strengthen the diversity of our talent pipeline, we have reviewed development plans for high-performing and high-potential women, and inclusion in leadership programs is being proactively managed.

Workforce Productivity and Organizational Effectiveness

Supporting Industry Initiatives Related to Inclusion and Diversity

Teck is working with the Gender Equity in Mining (GEM) Works Initiative through the Mining Industry Human Resources Council (MiHR), which is focused on expediting institutional change necessary to improve gender equity in the Canadian mining and minerals industry. Teck is also involved with the Women in Mining National Action Plan.

Supporting Initiatives Related to Gender Balance in Business Leadership

Teck has joined the 30% Club Canada, an organization focused on building a strong foundation of business leaders who are committed to meaningful, sustainable gender balance in business leadership. The goal of the Club is to increase board seats held by women to 30% by 2019. ■



Inclusion and Diversity Policy

Teck is committed to supporting an inclusive and diverse workplace that recognizes and values difference. 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 a better company.

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

We know that making the most of the wealth of ideas, talents, skills, backgrounds and perspectives all around us—helps us 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 world around us.

Teck promotes and fosters an inclusive and diverse workforce in order to:

- Contribute to innovation and better decision making through exposure to increased perspectives and ideas
- Attract a broader pool of candidates and improved employee retention
- Build a strong workforce that is engaged and contributing to Teck's social and economic goals
- Better reflect the diversity of the communities in which we operate

Our commitment to inclusion and diversity is reflected in all levels of our company, beginning with our Board of Directors, which considers diversity in the selection criteria for new board members and senior management team appointments. An Executive Diversity Committee chaired by the Vice President of Human Resources, and with representation from senior management, guides development of Teck's inclusion and diversity strategy and reviews progress.

Teck's focus on inclusion and diversity aligns with our company's core values of integrity and respect. It is also explicitly reflected in our Charter of Corporate Responsibility, our Code of Ethics; our Code of Sustainable Conduct.

Commodity Fast Facts: Holiday Edition

Coal

- Coal may once have been strictly used for children who ended up on Santa's naughty list, but nowadays steelmaking coal is used to produce the steel in all kinds of popular gifts, including cellphones, bicycles, tools and household appliances.
- Considering ice-skating with family or friends over the holidays? The steel blades on each pair of ice skates required steelmaking coal to produce them.

Sources: *Mining.com*; *Government of B.C.*

Copper

- Because it's so malleable, holiday hobbyists often turn to copper for items such as handmade ornaments and copper holiday wreaths.
- What would the holidays be without the coloured lights? Copper is one of the many elements used to make the lights that make holidays bright.

Sources: *Copper.org*; *U.S. Geological Survey*

Zinc

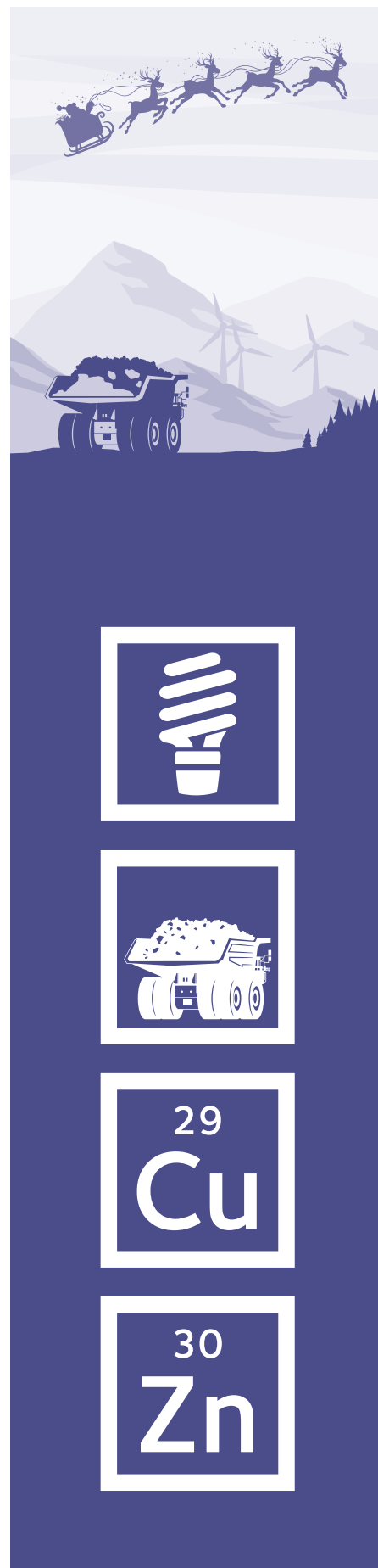
- Who said Christmas trees always come from the forest? Nowadays, many manufacturers look to zinc for their holiday decoration products, which range from zinc Christmas trees to shatterproof tree ornaments.
- The coins that can accumulate after holiday shopping have an important zinc connection. Some Canadian coins are plated with zinc to give them the colour we know and recognize.

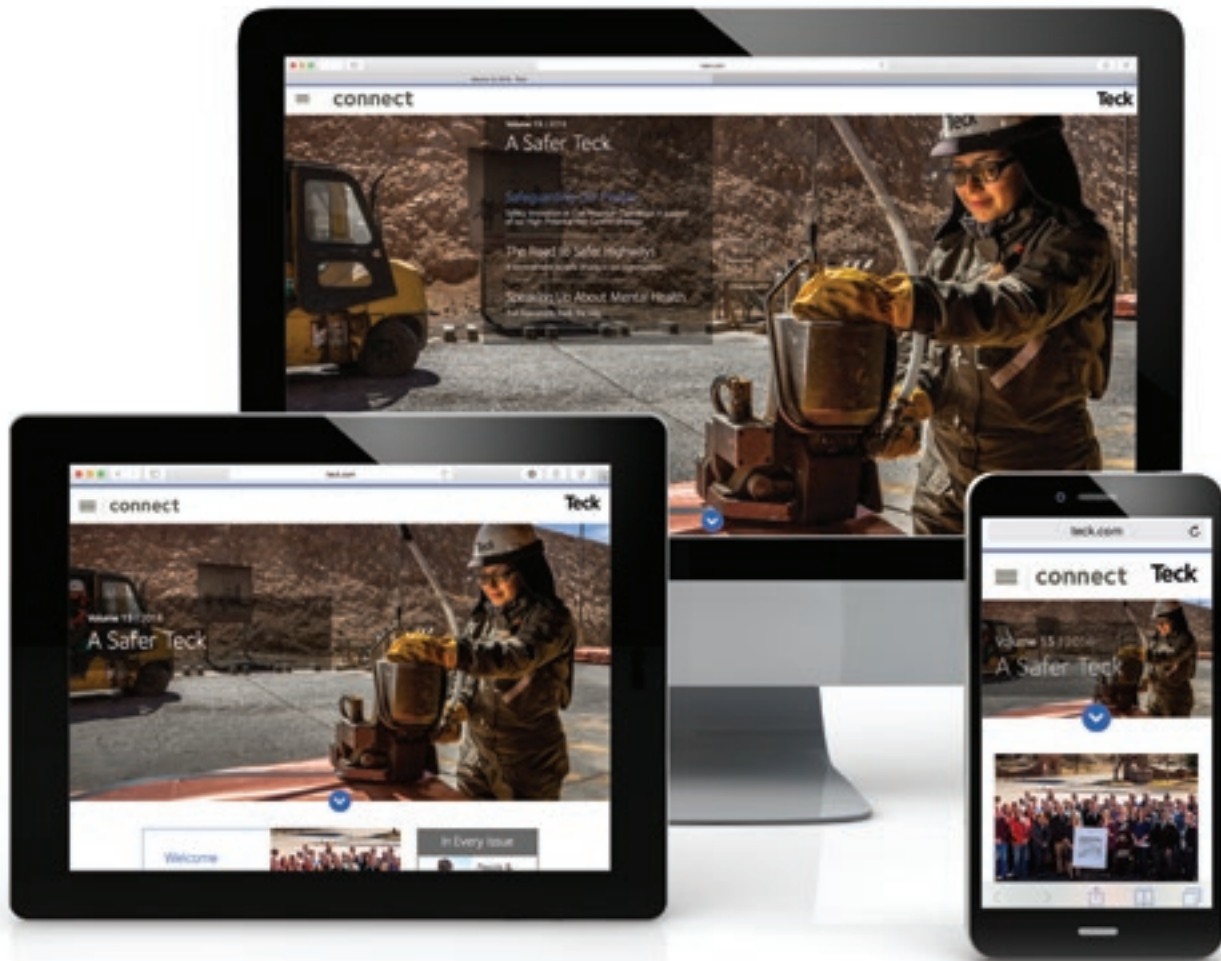
Sources: *Spectrum Analytic*; *Click Coins, Walmart*

Energy

- Canadians know they don't have to be cold during the holiday season—a vast percentage of them turn to oil to heat their homes. In Prince Edward Island, oil heats more than 80% of the households, and in Nova Scotia, approximately 50% of households use oil for home heating.
- Struggling for gift ideas this holiday season? Renewable energy gift options may be just the thing for the hard-to-buy-for individual on your list—ideas include biomass camp stoves and solar power device chargers.

Sources: *Wikipedia*; *Statistics Canada*; *Renewable Energy World* ■





New! Connect is now available at www.teck.com/connect

Connect, Teck's employee magazine, is now available online from anywhere. To access stories, photos and videos about our people, our business and the communities in which we operate, visit us online at www.teck.com/connect