

# mine to port

www.ironore.ca

Summer 2009



Second award for our sustainable development work p.5

The power of pink p.7

Prestigious award for Terence Bowles p.14

Mine to Port is published for the employees, retirees and partners of IOC.



# Message from our President



## Iron Ore Company of Canada

1000 Sherbrooke W. St., Suite 1920, Montreal QC H3A 3G4

Dear Colleagues:

We are now halfway through 2009 and amidst one of the most severe economic downturns the world has ever faced. However, thanks to everyone's efforts we are successfully executing our plans and weathering the storm. As the iron and steel industry awaits sustainable signs of recovery, the future remains uncertain. However, we have a sound plan and a strong team and, based on our performance thus far, I am confident we will come out of this stronger.

Congratulations to the Primary Ore Operations team for winning the President's Safety Award for 2008, and to the Terminal team in Sept-Îles who received an honourable mention. I would also like to acknowledge the Process Engineering and Development team for having gone seven years Lost Time Injury (LTI) free. A safe workplace is a vital part of our mission and values, and it is great to see employees living the values.

Although 2009 started with an excellent safety performance, we slipped in the second quarter. The number of Medical Treatment Cases and LTIs experienced during the last two months is concerning as too many people are getting injured. Despite uncertain times we must remain focused and use all of our safety tools to protect ourselves. In particular, I urge you to pay close attention to your eyes and hands as they tend to be the injuries occurring most often.

One way we can create a safer workplace is by reporting incidents in a timely manner. Issues related to minor incidents can be dealt with to reduce the likelihood of them becoming major incidents. Another way to ensure a safer workplace is by following "**IOC's Iron Clad Commitment**" to safety, which was recently launched. These five safety principles were put in place to keep you safe. They are based on lessons learned from fatal accidents that occurred at IOC and other mine sites worldwide. I ask each of you to uphold these commitments, which make up the most basic and fundamental elements of our safety management system.

I was honoured to recently attend an award ceremony where IOC received the CIM/Syncrude Award for Excellence in Sustainable Development for our Tailings Management Project. This achievement is the result of our dedicated team. In fact, there are several awards presented to our employees in this publication. Well done.

Remaining true to our promise to keep you informed, the General Managers have recently met with you to provide an update on our business situation. In spite of the on-going global economic crisis and the weak demand for iron ore products (with the exception of China), I am pleased to say that we are still shipping our product, production is on plan, and costs are in control. While our sales have been good during the first half of 2009, most of them have been on the spot market, representing continued uncertainty over sale volumes and prices. I would like to reiterate the importance of focusing on factors under our control, such as: ensuring availability of product to capture sales opportunities, managing our costs, and maintaining our reputation as a quality producer.

Our management team is working hard to protect the business and its assets. Some of the steps we have taken to secure our future include:

- Adjusting our product mix to meet customer expectations (producing more concentrate for sale and less pellets);
- Suspending the Expansion program;
- Being prudent with cost management and cash conservation;
- Making efforts to maintain our permanent jobs;
- Shutting down our operations for five weeks.

Negotiations that set prices for iron ore products are still ongoing with some progress being made. Both Rio Tinto's subsidiary Hamersley Iron and Vale (formerly CVRD) have settled some of their 2009 prices in the Asian market, however, our prices are still not concluded.

We are entering into an exciting time for the iron ore industry. Rio Tinto and BHP Billiton recently announced a non-binding agreement to enter into a production joint venture covering their Western Australian (only) assets. The joint venture is expected to unlock significant value through the sharing of compatible world-class resources, infrastructure, technology, and research and development.

The deal may take 12-18 months to conclude and is not anticipated to have a direct impact on IOC. Until completion, it will be 'business as usual' for all of the Rio Tinto iron ore group; normal practices will continue to apply, particularly in relation to our internal reporting requirements and the provision of company information to external parties.

We are about to begin a planned shutdown. Use this time to relax and rejuvenate. I look forward to us starting back with production in August. Remember, when you return to work the machines will have been down for five weeks so use all of your safety tools and pay particular attention to your surroundings. I wish you and your family a safe and relaxing vacation.

Terence Bowles





## And the winner is...

Congratulations to the Primary Ore Operations team for winning the President's Safety Award for 2008. President and Chief Executive Officer, Terence Bowles, presented the award to them on May 13.

The team has gone three years without a Lost Time Injury and has an All Injury Frequency Rate of 0.6. Despite needing to overcome many operational challenges, they have reached the objectives of the 2008 safety improvement plan.

The 2008 Selection Committee included:

- Terence Bowles, President and CEO;
- Tayfun Eldem, Vice President – Operations and Engineering;
- Tim Butler, Vice President – Human Resources and Organizational Effectiveness;
- Michael Tost, General Manager – Health, Safety and Environment;
- George Kean, Union President – Local 5795;
- Tony Record, Union President – Local 6731;
- Jean-Guy Chassé, Union Vice President – Local 9344.



*Nathan Hoffe, Terry Atkins and George Glover, all Operator Maintainers; Chris O'Quinn, Labourer; Tim Organ, Operator Maintainer; Brian McGrath, Senior Operator Maintainer; Darryl Collins, Advisor – Safety; Matt Simpson, General Manager – Primary Ore; Rudy Tucker, Superintendent – Primary Ore Operations; Tim Butler, Vice President – Human Resources and Organizational Effectiveness; Guy Tobin, Team Leader; Robyn Ayles, Sharmin Banfield, and Nadine Goulet, all Operator Maintainers; Terence Bowles, President and CEO; Brian Hynes, Senior Team Leader; Wayne Kean, Senior Advisor – Organizational Effectiveness; and Tayfun Eldem, Vice President – Operations and Engineering.*

“To always work safely and to make sure that our work environment is free of hazards are not simple tasks, but they are essential parts of the way we operate. The

efforts we make are important – for our well-being and our quality of life. It is in this way that we can secure our future together,” stated Mr. Bowles.

### Legal Advice

## VACATION IS COMING!

Here are some preventive measures that can help ensure your next vacation is hassle-free:

- Travel carefully. Watch your money and your travel documents. Do not keep all of your own or your family's travel documents in the same location. Also, be sure to make copies of passports and other travel documents in the event that the originals are lost or stolen.
- Do not leave your bags with strangers and never let them out of your sight!
- Be careful in crowds. Pick pocketers often mingle with crowds, which makes it easier for them. So make sure that your personal effects are not readily accessible.
- Keep doors closed to strangers. The safest thing to do is to refuse to open the door until they identify themselves appropriately and make their intentions clear.
- Always lock your vehicle; even if you are only going to leave it unattended for a moment. Objects of value left inside vehicles are easy prey for thieves.
- Never sign a contract before reading it from beginning to end.
- Drink moderately to avoid becoming intoxicated.
- If you travel outside Canada, make sure you know the address of the Canadian embassy or consulate in the country you are visiting.

Have a great vacation!



# Health and Safety

## Using IOC vehicles on-site

Even though driving experiences at work tend to be of a short duration, it is very important we follow some basic rules that will help ensure we go home safe every day. Following these rules for our Light Vehicle Fleet will also guarantee cost effectiveness and a low carbon footprint on our environment.

1. Before use, a pre-operational inspection of your vehicle must be carried out. Use the check list book supplied. Report any problems (e.g., proper tire inflation, wipers, lights, brakes).
2. Maintain a minimum ¼ tank of fuel in the vehicle at all times.
3. Adjust how you operate your vehicle according to road conditions.
4. Follow all posted road signs.
5. Store all loose objects appropriately. In the event of a collision or poor road conditions, a small flying object could endanger the driver or passenger(s).
6. Avoid distractions. Keep the volume of the entertainment system low. Do not use cell phones while driving.
7. See and be seen. Keep your windows and lights clear at all times.
8. Ensure seatbelts are used and fitted correctly for yourself and all passengers prior to driving. It's the law!
9. Never overtake any piece of Mine equipment without

- receiving permission from that operator first.
10. Light vehicles operating in the Mine must be equipped with:
    - ✓ Mine Radio
    - ✓ Class II Strobe Light
    - ✓ Buggy Whip
    - ✓ Vehicle number and company identification



One of our light vehicles.

## IOC's Iron Clad Commitment



**HSE in mind!**

### IOC'S IRON CLAD COMMITMENT

We comply with all traffic rules... We use fall prevention or fall protection when required... We follow the isolation standards... We wear our personal protective equipment (PPE)... We enter confined spaces when we are trained, equipped and permitted to...

**... Not just because the rules say so, but because it's the right thing to do. No compromises!**

For Us  
For Our Families  
For Our Environment

IOC

*"IOC's Iron Clad Commitment" to safety was launched in May. These safety rules apply to our employees, contractors, and visitors. Let's all do our part to ensure everyone returns home safe at the end of every shift.*

## Tips for driving out this summer

1. Inspect your vehicle to make sure it is in good condition, and have any problems fixed before you leave.
2. Be prepared - pack a first aid/emergency roadside kit, blankets, flashlight, batteries, candles, and matches. Do not forget insect repellent and rain gear.
3. Prior to leaving, check the weather along your route. This can help you plan stops or alternate routes.

# Second award for our sustainable development work

IOC was presented with the *CIM/Syncrude Award for Excellence in Sustainable Development* for our Tailings Management Project, also known as “From Tailings to Biodiversity”.

The award was presented on May 11, 2009, at the Canadian Institute of Mining, Metallurgy and Petroleum (CIM) Awards Gala during the CIM Conference and Exhibition held in Toronto, Ontario.

Introduced in 2007, this award promotes the Canadian minerals industry as an active seeker of sustainable solutions that engage and affect the Canadian public.

“We are very proud of our Tailings Management Project: A C\$110 million investment to better manage our tailings and restore the ecological and recreational value of Wabush Lake. The project reflects a decade of work and consultation involving IOC, government agencies, technical experts, and the community. They came up with a design concept reflecting the sustainable development aim of balancing



*Representatives from IOC and the Town of Labrador City attended the event: Mayor Graham Letto, Town of Labrador City; Tayfun Eldem, Vice President – Operations and Engineering; Heather Bruce-Veitch, Manager – Human Resources; Todd Grouchy, Superintendent – Concentrator; Gord Ball, Vice President – Project Development and Execution, Syncrude Canada Ltd. presented the award to Terence Bowles, IOC President and CEO; Michel Fillion, Director – Communications and External Relations; Patrick Lauzière, Manager – Environment and Sustainable Development; and Jim Gowans, President – CIM.*

economic, social, and environmental objectives. IOC then worked closely with Bechtel through engineering and construction to final commissioning of the project in mid 2008. Since then, the project has worked flawlessly and achieved what we

set out to do. I am honoured to accept this prestigious Syncrude Award for Excellence in Sustainable Development on behalf of all those involved: Their dedication and teamwork made this achievement possible,” said Mr. Bowles, President and CEO.

## Working together

Congratulations to the Primary Ore and Komatsu Joint Defect Elimination team for achieving a 74 percent reduction in flash-overs in the first four months of 2009 – a savings of \$1.3 million!

Wheel motor flashes were the number one cause of haul truck downtime with a loss of 2684 operating hours in 2008; this is 40 percent of a truck’s annual haulage capacity. Some of the key actions taken to reduce motor flashes include:

- Truck top speed constrained to 24 miles per hour;
- Strict management of wheel motor stalls and over speeds/shoots;
- Electrician’s blow out wheel motors before services;

- Wheel motor air intake filtration system installed to reduce dust ingress;
- Counterweights attached to contactors and tension regularly checked.

The team has identified another major opportunity to reduce wheel motor flashes for a future defect elimination project.



## Quality

# Quality and environmental efforts get results

On February 27, 2009, IOC became one of the few mining/processing facilities to be certified to the new Quality Management Systems standard of ISO 9001:2008. And a month later we were recertified to ISO 14001:2004, which is the environment international standard.

### ISO 9001:2008

The certification to ISO 9001:2008 demonstrates that we apply a systematic approach to quality management and that we are managing our business to ensure our stakeholder needs are clearly understood, agreed, and fulfilled. For our customers, this highlights our continued commitment in providing world class products; while to our employees, it confirms the dedication and focus on continual improvement to achieve our mission *to secure our future together as a successful supplier to the global steel industry.*

To illustrate these accomplishments, a Lead Auditor at QMI – SAI Global stated that he was so impressed with the continual improvement processes at IOC (particularly through Lean and IPT Asset Management initiatives), he could foresee no difficulty recommending the systems for benchmarking to other QMI – SAI Global audited facilities! This is an observation richly deserved by all our employees.

### ISO 14001:2004

In 2006, we obtained the certification ISO 14001: 2004. Since then, we have worked diligently toward improving our performance by initiating better controls that will minimize any impact on the receiving environment. This continuous improvement requirement is fundamental to maintaining this certification.

QMI – SAI Global completed a full audit of IOC in November 2008 and March 2009. Their findings resulted in the recertification for Labrador City, Sept-Îles, and the QNS&L Railway operations.

This recertification demonstrates the ability we have to control the environmental risks related to our operations. It also confirms that the systems we have in place to monitor our environmental performance are adequate and effective.

**These well deserved accolades belong to all our employees: It is your daily dedication and teamwork that makes us successful. Thank you for your efforts to make these certifications possible!**



*A copy of our ISO 9001:2008 certificate of registration.*

## Tips for driving out this summer

4. Is your cell phone going to work in remote areas? Let friends or family know your itinerary and arrange to check in with them at specific times and locations.
5. Take small healthy snacks that are not too filling. Do not drink or eat while driving; pull over to the side of the road.
6. Get plenty of rest before your journey begins. Do not leave to drive out over the road after you finish a shift.
7. Stop and take a small break at least every three - four hours.
8. Give yourself plenty of time to reach ferries, hotels or airports. Have their contact numbers in case you are delayed.
9. All occupants must always wear their seatbelts.

# Hair today...gone for \$10,000!

The Canadian Cancer Society *Relay For Life* has become a popular fundraiser across Canada in the fight against cancer; and our communities have embraced this event.

For the past few months, *Relay* teams (which consist of many IOC employees) have been coming up with unique ways to raise money for this cause such as: bake sales, raffles, flea markets, trivia nights, presentations, and one initiative by the “Friends for Life” team that has received a lot of attention – they would get three IOC General Managers to shave their heads in public if their team reached \$10,000 in donations.



*Matt Simpson, John Hughes, and Brian Penney after having their heads shaved.*



*Members of the “Friends for Life” team: John Hughes, Rodney Champion, Yvette Mullen, Gary Wensman, Martine Tremblay, Mercedes McLoughlan, Jeff Hynes, Lisa Costello, Peter Leriche, Frank Hynes, Fay Pittman, Reyna Paisley, Tim Leriche, Robert Branton, and Brian Penney. (Missing from photo: Perry Canning, Robert Gagné, Sheryl Morris, Randy Saunders, and Matt Simpson.)*

Well, this team worked very hard to make that goal a reality and on May 1, Brian Penney, General Manager – Product Manufacturing; John Hughes, General Manager – Maintenance; and Matt Simpson, General Manager – Primary Ore, followed through with their team’s challenge by having their heads shaved in front of approximately 150 people.

money for this team by selling tickets to his presentation “Americas’ Highest” – a slideshow of his climbs of Mt. McKinley, Alaska, and Aconcagua, Argentina; the highest mountains in North and South America respectively.

**The “Friends for Life” team raised close to \$36,000!**

The Canadian Cancer Society *Relay For Life* took place on June 12 in Sept-Îles and June 13 in Labrador West. For more information on this topic, please visit their website [www.cancer.ca](http://www.cancer.ca).

Michael Tost, General Manager – Health, Safety and Environment, also helped raise

Thank you to all the volunteers and financial supporters of this remarkable event.

## The power of pink

Another way our employees are demonstrating their support of the fight against cancer will be easy to spot to anyone visiting the Mine – instead of having the usual yellow rock box, one of them is pink. **(Pink ribbons represent the fight against breast cancer).**

Robert King, a Planner for Primary Ore Maintenance, got the idea to get us a pink rock box after seeing a picture of one in Australia. His hope is to bring awareness to find a cure for this disease; after all, he has a wife, daughter, mother, and three sisters.

“IOC has always supported the *Relay For Life* in the past and I think with this box being so visible, it may help raise the awareness level,” stated Robert King.



*The pink box on its new 930E Haul Truck.*

## Product Manufacturing

# An inside look at Process Engineering and Development

The Process Engineering and Development team consists of 49 people, and spans two provinces (Newfoundland and Labrador, and Quebec).

The team is comprised of a variety of roles such as: chemists, engineers, technologists, team leaders, and senior operator maintainers. And like most departments now, they have added Lean practices to the way they work – each area holds daily and/or weekly Lean meetings at their team’s board, and they have completed four 5S initiatives to date with another three in progress. Based on results, they are also very committed to safety: **Their department has gone seven years Lost Time Injury free!**

### Concentrator and Pellet Plant Process Engineering

The Concentrator and Pellet Plant Process Engineering teams are responsible for completing project work, as well as assisting with day-to-day troubleshooting.

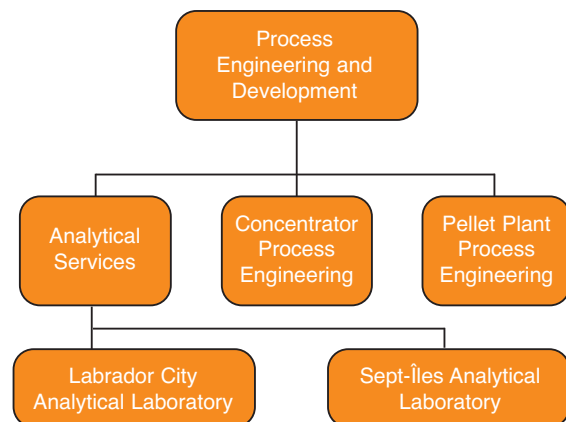
#### Some projects completed:

- Increased the Autogeneous Grinding (AG) Mill power output – raising production capability of the mills by 12 percent;
- Testing to support the Reichert Spiral upgrade in the Concentrator for Expansion;
- Ball Mill 105 flow sheet design;
- CO<sub>2</sub> addition to Filter Feed slurry to improve Filtering throughput;
- APC control strategy on Pellet Plant - Balling circuits;
- Migration to 100 percent high chrome grinding media for Product Manufacturing;
- Pellet product development (Direct Reduction, 3.7 High Silica Flux).



*Representatives from Sept-Îles Analytical Services team: Geneviève Cyr, Luc Turner, Shawn Morrison, and Eddy Wright, all Process Technologists.*

### Process Engineering and Development’s organizational chart





# Product Manufacturing

## Some projects in progress:

- Developing a new method of predicting Concentrator recoveries with a novel technology (Mineralogical Liberation Analyzer) at Memorial University;
- Commissioned an “Instrumented Bolt” on AG Mill 11, which through wireless communication to a PC will determine the charge level in the mills for improved control and throughput;
- Burner gun optimization is an environmental and cost saving initiative. To date, an Atomizing Air System has been installed on Machine 1 with a projected reduction of 0.2 litres of Bunker C per tonne of pellets produced, representing a two percent reduction in fuel consumption. As well, lower BTU burner guns have been designed for the pre-heat zone allowing for better control and combustion within that area;
- A high-frequency de-magnetizing coil will be tested in the second half of the year with a goal of improved fine screening efficiency, and higher throughput rates, in the Magnetite Plant;
- Working with the Pellet Plant maintenance group on a trial ball mill liner design for longer wear life (reduced costs) at equivalent or higher throughputs;
- The Fine Iron Recovery Project involves testing new technologies to recover a portion of the more than two million tonnes per year of fine iron lost to tailings;
- Installation and tuning of Process Control – Expert Systems is ongoing in both the Concentrator and Pellet Plant (AG Mills, Induration Machines, Hematite Plant feed system, and Balling).

## Labrador City Analytical Services

The team working in the laboratory in Labrador City performs analysis on 300-400 samples daily to support the Mine, Concentrator, Pellet Plant, and special projects work. The samples they work with range from drill core, concentrate, and pellets. They are responsible for generating information regarding the chemical, physical, and pyrometallurgical properties of the samples to provide the analytical results to internal customers to support the daily operation (for example: quality control).

## Sept-Îles Analytical Services

The Sept-Îles Analytical Services team is responsible for the certification of over 200 cargoes per year. Their laboratory processes very large samples (around 500 kilograms), which are taken from the ships as they are being loaded. The samples they collect provide a chemical, physical, and pyrometallurgical analysis for each shipment, which are crucial in certifying our cargoes and determining payment for the shipment. This team also takes part in oil analysis to assist the Locomotive Shop with preventative maintenance.



*Tayfun Eldem, Vice President – Operations and Engineering, presented representatives of the team with a plaque in recognition of their safety achievement. Laud Parrill, Labourer; Craig Burry, Cavell Dwyer, Gord Abbott and Art Hall, all Senior Operator Maintainers; Leo Griffin, Team Leader; Tayfun Eldem; Erin Flynn, Process Technologist; Jim Thompson, Manager – Process Engineering and Development; Bob Hall, Senior Process Technologist; and Kenneth Spurrell, Process Technologist.*

## Product Delivery

# Increase in SM2 power production

Since the commissioning of Hydro-Québec's SM3 Generating Station, the upstream basin has been stable and we have even had to discharge surplus water on several occasions. This has allowed us to go ahead with a project aimed at boosting SM2 power production.

In the past, we were limited to a production of about 19 megawatts due to the capacity of the generating station's outgoing transformer. The two generators, on the other hand, were able to produce 2 x 11 megawatts together.

In order to optimize the use of this equipment, the Sept-Îles Engineering department conducted a feasibility study for a project designed to boost production by three megawatts. It confirmed that the generators could each produce 11 megawatts. We nevertheless had to acquire an outgoing transformer with a 22 megawatt capacity, and were lucky enough to find a transformer/breaker assembly that met our technical needs on the used equipment market.

The project was accepted in September 2008. Work got under way the following month and the equipment came on line December 5, 2008.

Since December 2008, we have generated three megawatts of additional power, or 72 000 kwh/day of excess energy, which is distributed via the Hydro-Québec system. The project has, thus, cost IOC less than it brings in in a single year.



*SM2's new outgoing transformer.*

This is an example of great teamwork by the SM2 Generating Station group and the Sept-Îles Engineering department!

### Did you know that...

72 000 kwh/day represents enough energy to:

- Light a baseball stadium for one season;
- Microwave 2,800 000 bowls of soup (for two minutes each);
- Provide 464 houses with electricity for a whole year.

## Taking a closer look

Our *Mine to Port* team received a number of comments/questions on the article published in our last edition "Winter means air leaks" regarding the safety of the employee pictured lying under a car. We want to assure you the employee was safe. By following the lockout procedures, the train is safe while being checked.

Employees are not required to lie under the car to find an air leak – this photo was taken to simply show where they are usually located on a car.



*Phillipe Nadeau, Maintainer Operator Mechanical 2.*

# Visual Factory at Dumper #3

## The background

- The Mechanical team at the Terminal completed a Lean activity: a Visual Factory of one of their work areas.

## Objective/Targets

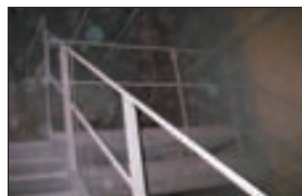
- Make isolation of Dumper #3 safer, easier, and faster.

## How was the issue highlighted? (Current status/practice)

- It was sometimes long for the isolation to be done by employees who were not used to it, causing a decrease in equipment availability;
- It was not clear WHERE to go, and WHAT to isolate;
- Everything in the dumper was the same color;
- Lighting was minimal (or non-existent), which could make it unsafe;
- Certain valves were hard to reach for isolation.



Old valves system



Poor lighting



Same color

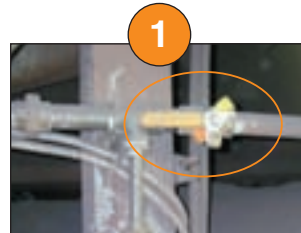


What to isolate?

## How achieved - Actions performed

### Improvements

- Plumbing improvements;
- Lighting improvements;
- Visual identification in sector to indicate location of isolation points (panels);
- Visual identification of exact isolation item (bright paint);
- Sector plan for location of isolation points on all floors;
- Ten-hour shifts (instead of eight hours).



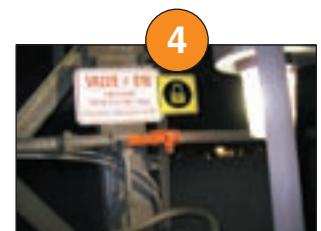
Plumbing improved



Lighting improved



Visual



Visual

## Future Actions

- Sustain: Create a monthly preventive maintenance in SAP for cleaning and maintaining improvements.

### DID YOU KNOW?

In Labrador City and Sept-Îles, we have:

- 20 completed 5S activities
- 68 Information Centers/Team Boards up and running
- 7 standardized works completed

## Tips for driving out this summer

10. Do not allow pets or other objects to be placed near the back window. They restrict visibility and may become projectiles if you have to stop suddenly.
11. Know the traffic rules in the provinces or countries where you are going and respect them. Traffic rules are there for a reason!
12. And, as always, don't drink alcohol and drive.



# Information Systems and Technology

## IOC joins Prospect

### What is Prospect?

Prospect is a web-based intranet portal that will increasingly become a 'one-stop' online workspace and communication system for all of us in the Rio Tinto (RT) group.

### How will Prospect benefit me?

- Prospect brings you all the latest news and announcements related to IOC;
- It gives you access to the latest policies and procedures, user forms, safety standards, and various other documents and reports of this type. Each department page is user friendly and formatted so that users can easily locate information;
- Prospect allows you access to learn about other RT Business Units and their standard practices;
- Helps to find contact information for other RT employees. Prospect is common to almost all those who work within the RT group, so finding information is just a few clicks away;
- Prospect will be the single point of entry to various applications such as the Learning Management System (LMS) and the Integrated Talent Management System (ITMS).

Once people become more familiar with using Prospect, we expect more departments will produce their own page, which will eventually enlarge the portal.

### How do I open Prospect?

Prospect is an intranet site, which means that you can only access it when you are connected to our network server (either on-site or through Metaframe).

To open Prospect, simply double click the Prospect shortcut on your desktop.



### How can my department get a page on Prospect?

Getting a page for your department on Prospect is as easy as 1, 2, 3:

1. Think about what type of information you want to share with other departments, colleagues, and Business Units;

2. Contact your local Helpdesk, who will assign your request to our in-house IOC 'Prospect' support specialist;

3. Assign someone in your department with the role of 'Content Maintainer'. Content Maintainers are responsible for building and sustaining your page and content.



## Preparing for our future

Rebuilding Pellet Plant machines is a regular part of our maintenance cycle. This year's rebuild of Machine #3 was a little unusual. Due to the current economic situation, pellet production was decreased and three of six machines shut down, and employees were relocated to other parts of the business: Some who are normally busy with Pellet Plant Operations were able to assist with Rebuild work.

Preparations for the Rebuild began in November 2008 with the bulk of the work starting on February 2, 2009. Nineteen contracting and consulting groups worked with IOC employees to complete this project.

The Machine #3 Rebuild scope included:

- Replacement and/or repair of refractory, mechanical, structural, electrical, and environmental components of the machine;
- The major rebuild of three of four large process fans;
- Multi-clone replacement;
- The replacement of the vacuum lines in balling;
- And the replacement of the main bull gear and pinion on the machine drive.

### Completed safely

As always, working safely was of the utmost importance during this project. A Safety Team was created consisting of Safety Representatives from each of the contracting groups and members of IOC's Rebuild and Owner teams. Communication on safety issues and concerns were shared through:

- Tool Box Talks
- Regular Safety Tours
- Safety Interactions
- Review of Take 5's

"Although there were safety issues to attend to throughout the project, the expectations were clear, controls were evident, and the team's efforts were



*Indurating Machine #3 - South Side Burner Floor.*

rewarded with **zero Lost Time Incidents and zero Medical Treatment Cases after completing over 76,000 hours of work,**" stated Vince Mullen, Chief Engineer – Product Manufacturing and Central Services Projects.

### Completed with savings

Rebuilding machines is costly, however, doing this maintenance allows us to be prepared for when the markets turn around.

More than 11 percent in project costs were saved due to some of the following initiatives:

- Lengthening the Rebuild timeline to avoid contractor overtime;

- Increasing the use of local labour;
- Re-tendering of scope.

Having only three machines operating also provided the opportunity to reduce costs by lengthening the project timeline on a machine that was not critical to production.

The Rebuild was mechanically completed on May 1, and Machine #3 is currently operating at about two-thirds of maximum capacity.

Project work has already begun on the next Rebuild – Machine #2!

## Communication

# Prestigious award for Terence Bowles

Terence Bowles has been named one of the Top 50 CEO's in Atlantic Canada by the *Atlantic Business Magazine*. As one of the most prominent awards in the region for the last 11 years, this recognition honours Atlantic Canada's most accomplished business leaders.

Mr. Bowles received his award at the May 7 ceremony in Halifax, Nova Scotia. Receiving this recognition made him very proud of the entire IOC team. He said: "We have all been working hard every single day to get to the level we are operating at today. It is the dedication of the employees that makes success possible."

This year's winners were selected from hundreds of nominations submitted by *Atlantic Business Magazine's* readers and evaluated by a panel of judges comprised of business executives from around the region. Judging criteria is based on each leader's corporate, community, and industry involvement; their company's growth in recent years; and their responses to various managerial challenges.

A profile of all 50 award winners for 2009, including our President, is printed



*Bruce Hill, President of Atlantic Acura, presented the award to Terence Bowles, President and CEO.*

in the May/June issue of *Atlantic Business Magazine*. For additional information, including the complete

Top 50 CEO list, visit [www.atlanticbusinessmagazine.com](http://www.atlanticbusinessmagazine.com).

## An exceptional man

Roméo Clavet, Senior Analyst – Information Technology, who has been with IOC for more than 25 years, received the Honour of Merit medal from the Governor General of Canada on April 6, 2009.

He was honoured for his dedication with Scouts Canada, in particular, for being involved with the district de l'Épinette for over 25 years. His integrity, leadership, and respect for others were qualities mentioned at the ceremony.

Congratulations Roméo!



*Roméo Clavet with the Governor General of Canada, Michaëlle Jean.*



# All about salmon

IOC joined with the Association de protection de la Rivière Moisie (APRM) and the Fédération Québécoise pour le Saumon Atlantique (FQSA) to give Innu students at Johnny Pilot School in Uashat a chance to learn about the early stages of a salmon's life.

The "Salmon Story" educational program is an awareness enhancement project developed for Grade 5 students by the FQSA.

On March 10, an FQSA representative deposited 300 salmon eggs into an aquarium located in teacher Lyne Pineault's classroom. The children were able to watch the eggs hatch into alevins (unfed sac fries) on March 25. The children started feeding the fries on May 11, and the babies had grown to a length of four to five centimetres by the end of the month. The last step of the program is to release the fish into a river, which usually happens between June 1-15.

You can predict when salmon eggs will hatch by taking the water temperature every day and adding the latest reading to the sum of those from the days before. The eggs hatch into alevins when the total reaches about 430. When the eggs were deposited in the aquarium at Johnny Pilot School on March 10, 2009, the total was 240.



*The children helped deposit eggs into the aquarium.*

IOC was pleased to partner with APRM to cover the cost of the aquarium and its components.

"Since this was the first year for the project, we thought that it was a good idea to hold it at Johnny Pilot School, given the importance of salmon as part of the traditional Innu lifestyle," explained Yannick Fontaine, APRM Project Coordinator. This program will be repeated each year in a different school.

# Our employees become the teachers

On May 5, four teachers from Menihek High School, Labrador City, each spent a day with IOC employees to learn a new set of skills as part of the Teacher Ambassador Program (TAP)-Skilled Trades program.

The TAP-Skilled Trades program gives teachers an opportunity to learn more about skilled trades so they can share that knowledge with their students.

"Thank you to IOC for facilitating our Teacher Ambassador Program. We appreciate the opportunity to continue to build connections between the education system of Labrador West and local industry," stated Fraser Drover, Vice Principle - Menihek High School.

A special thank you to our employees who helped "teach the teachers":

- Jeff Milley shadowed Irving Ward and Tony Murray, both Maintainer Operators Mechanical 2, in the Mine Maintenance Facility;



*Teachers Lynn Foster, Jeff Milley, Fraser Drover, and Stephanie Drover completed a safety orientation prior to starting their training.*

- Fraser Drover shadowed Chris Foote and Melvin Spearing, both Maintainer Operators Electrical 1, in the Pellet Plant;
- Stephanie Drover shadowed Calvin Green, Operator Maintainer, in the Mine;
- Lynn Foster shadowed Kenneth Parsons, Operator Maintainer, in the Mine.

To learn more about the TAP-Skilled Trades program and their partners, please visit [www.communitycc.ca](http://www.communitycc.ca)

# Welcome to our new colleagues

**CAR SHOP QNS&L**  
**Alexandre Gauthier**  
Team Leader - Train  
Circuit

**IT SERVICES**  
**David Trépanier**  
Analyst IT

**Kevin Willmott**  
Maintainer Operator  
Mechanical 2

**HEATING, STEAM  
& AIR PLANTS**  
**Travis Rideout**  
Stationary Engineer  
3<sup>rd</sup> Class

**MINE  
MAINTENANCE  
FIELD ALL SHIFTS**  
**Glenn Johnson**  
Maintainer Operator  
Mechanical 2

**STATION &  
YARD (LC)**  
**James Osborne**  
Engineman

**Jody West**  
Engineman

LC - Labrador City

# Congratulations!

To our employees  
who recently achieved  
**Inter-Provincial,  
"Red Seal" Certification:**  
Leslie Dove • Ed Gallant  
Jeff Gibbons • Brian Reid



To our employees who received  
their **Professional Engineer license  
(P. Eng.) since January 1, 2009:**  
Remy Boucher • Ali Chamanara  
Asad Naqvi

# After hours

Robert (Bob) Hogan, Joint Occupational Safety, Health and Environment Committee (JOSHE) Co-chairman - Product Manufacturing, has a long-time interest in safety that extends back to the time he worked on the oil rigs off Newfoundland. In fact, the sinking of the Ocean Ranger was the catalyst that led him to gain more knowledge in this field.

Bob recently completed the University of New Brunswick Certificate in Health, Safety and Environment Processes. The program required him to complete two levels of study (six courses each) and a practicum. He feels the course material has provided him with a greater level of understanding and importance of HSE in the workplace.



*Bob Hogan, Joint Occupational Safety, Health and Environment Committee (JOSHE) Co-chairman - Product Manufacturing.*

"The certification I achieved took a lot of my personal time but was worth it. The areas it covered and the insight it has given me into everyday issues we all face at work and at home was invaluable," stated Bob Hogan.

Congratulations Bob!

# In memoriam

*We extend our deepest  
sympathy to the families of*

**Jacques Dechamplain**  
passed away March 6, 2009

**Bernard Bouffard**  
passed away March 14, 2009

**Edith Wooley**  
passed away March 23, 2009

**Roger Collins**  
passed away March 30, 2009

**Bernard Gauvin**  
passed away April 22, 2009

**Kevin Kent**  
passed away April 29, 2009

**Margaret (Bille) Maguire**  
passed away May 31, 2009

The Mine to Port team would like to welcome our new editor, Trina Thompson, and thank Natalie Rouleau for her dedicated work over the past four years.

## mine to port The Team:

**Perry Canning**, Product Manufacturing, perry.canning@ironore.ca

**Darlene Collins**, Product Manufacturing, darlene.collins@ironore.ca

**Nancy Gagnon**, Continuous Improvement, nancy.gagnon@ironore.ca

**Pascale Gauthier**, Sust. Dev. & Environ, pascale.gauthier@ironore.ca

**Barry Hillier**, Engineering, barry.hillier@ironore.ca

**Sean Hiscock**, Health and Safety, sean.hiscock@ironore.ca

**Éric Labrie**, Transport and Shops, eric.labrie@ironore.ca

**Connie Lane**, Primary Ore, connie.lane@ironore.ca

**Hughes Lapierre**, Terminal, hughes.lapierre@ironore.ca

**Nicolas Mercier**, IPT, nicolas.mercier@ironore.ca

**Randy Philpott**, Central Services, randy.philpott@ironore.ca

**Carl Poirier**, Shops, carl.poirier@ironore.ca

**Natalie Rouleau**, Comm. & Ext. Relations, natalie.rouleau@ironore.ca

**Stephanie Ste. Marie**, Lean, stephanie.stemarie@ironore.ca

**Chantil Strangemore**, IS&T, chantil.strangemore@ironore.ca

**Trina Thompson**, Comm. & Ext. Relations, trina.thompson@ironore.ca

**Jacqui Winter**, External Relations, jacqui.winter@ironore.ca



Produced by the Communications Department  
www.ironore.ca • trina.thompson@ironore.ca  
Tel.: 709 944-8400 #8349 / Editing: Map Design



### Publications Mail:

Account # 1006379 • Agreement # 40005861  
Iron Ore Company of Canada, 1 Retty Street,  
Sept-Iles (Quebec) G4R 3C7