



RioTinto

Winter 2009
www.ironore.ca



Mine to Port

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



**Merry
Christmas
and a Happy
New Year!**

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Message from our President

Dear Colleagues:

As we approach the end of another year we can look back at 2009 and say that we are emerging from one of the most tumultuous economic periods in recent history. Over the last year, growth in the world economy slowed at an unprecedented rate. The severity of this downturn was difficult to predict and it impacted our markets by significantly reducing both demand and prices.

At the peak of the recession we had to make a difficult decision to temporarily shut down operations in Labrador City and implement a number of cost control procedures. Although cash conservation was paramount, we also took action in 2008 and 2009 to minimize the impact on our employees and maximize retention of our most valuable asset - our people. We, unlike many other industrial companies, were able to retain all employees throughout the recession period. Through careful decision making and cooperation of all employees we were able to weather the storm relatively well.

IOC had an excellent safety performance at the end of 2008 and carried forward this strong performance into the first quarter of 2009. This positive momentum continued until May when our performance began to deteriorate. Since returning to work at the end of last summer, we have had a total of 4 Lost Time Injuries (LTIs) and 8 Medical Treatment Cases (MTCs). These results are much better than at the same time last year. I therefore ask everyone to redouble their vigilance to maintain this trend.

Contribution from Rio Tinto

It is extremely fortunate for IOC to be able to count on the global capability of Rio Tinto especially during times of economic crisis. Rio Tinto has supported various investments and programs to improve our company and in particular, helped us market our products in China. The market uncertainty that we witnessed this year and our ability to respond by

operating flexibly and selling our products to a non-traditional market is something of which we are very proud. Our performance during this period of economic crisis further demonstrates the importance of continuing to maintain a flexible operation, managing our costs, leveraging our ties with Rio Tinto and ensuring that we continue to produce quality products to the highest standard.

Resumption of operations

I am pleased to say that since the 5-week shutdown we are operating at full capacity, our shipping program has returned to normal and our outlook is for a strong year in 2010 requiring maximum production. Since resuming operations we have hired more than 70 full-time employees who have taken on many challenging roles in our operations.

Despite a difficult 2009 we stayed the course with our investments in Primary Ore knowing that an upswing in the markets was inevitable. To date, we have commissioned two large shovels, two new drills, three ultra-class haul trucks and several pieces of auxiliary equipment. I am extremely pleased to see that these investments and our on-going improvement efforts are translating into strong results as evidenced by the numerous records set in the mine, ODS and the concentrator.

Sustainable development

In line with our commitment to sustainable development we are increasing our focus on greenhouse gasses & air pollutants. We see this as the next big challenge and are building on our success of the tailings management project. We are actively participating in ongoing, industry-wide discussions with the federal and provincial governments around the development of a regulatory framework to guide carbon footprint reductions. We are committed to continuing to demonstrate leadership on this front as the framework gets finalised. IOC is also actively exploring energy reduction opportunities through investments in clean technology as well as rigorous internal auditing and review processes.

Outlook

There are encouraging signs that some economies have seen the worst of the economic downturn. As business conditions improve, we are beginning to regain some confidence in the markets and have an optimistic outlook for 2010. We continue to work towards achieving our production targets while maintaining prudent cost measures, both of which are essential to securing our future and reinvigorating expansion plans. IOC remains committed to improving all aspects of our business making use of programs such as LEAN and IPT-Asset Management.

The global economic situation has required decisive action, innovative thinking, resolve and teamwork. We believe that making decisions which balance the three pillars of sustainability - financial, environmental, and social performance - creates lasting value for all of our stakeholders and strengthens the foundation of our communities. Tough times challenge this balancing act but our commitment to our core values will empower us to emerge stronger and more resilient than before.

My thanks to all the employees of IOC for their strong and devoted efforts in 2009.

I wish you all a safe and happy holiday season and we look forward to an exciting New Year.

Terence Bowles



Journey toward zero isolation breaches

Over the years, government and industry have worked together to develop isolation procedures that protect employees and their families from injury and...the unthinkable. Time and again, it's been shown that isolation procedures do work. So why have we experienced a recent spike in breaches at our Labrador City operations?

First, the good news: no injuries were recorded as a result of these breaches. Nevertheless Perry Canning, Superintendent Business Improvement Lean and C-1 Leader, is concerned about the troubling rise in incidents over the past calendar year. IOC had recorded 18 isolation breaches by November, any one of which could have put people in harm's way.

"This is a very troubling number of isolation breaches. Each incident unnecessarily places workers at risk," said Canning. "It represents a 28% increase over 2008 well exceeding last year's incidents, especially when

you consider that we had a five-week shutdown this past summer."

Isolation procedures are designed to keep workers safe while they work on plant or mobile equipment. Attention to isolation detail must never waiver. As always, it's essential to stop, think, Take Five and talk to your team leader or coworker if you're unsure about how to proceed.

Improving procedures

For the most part, it's not that employees don't want to comply. Sometimes, they just find the procedures overly complicated. This is why IOC is moving on three fronts to reduce the number of incidents.

- **We're evolving policies and procedures to align with changing government regulations.**
- **Starting this January we'll be simplifying and strengthening procedures.** For example, once new systems are approved, employees will

use scissors rather than lock boxes on mobile equipment for certain activities that occur in the field. Up to four employees will be able to install their personal isolation lock at the equipment master switch, using a scissor arrangement. We'll also strengthen the competencies and skills of Isolation Officers, designating some as Primary Isolation Officers. And we'll deploy new software at Labrador City, already used in Sept-Îles and other Rio Tinto business units, to better manage isolation checklists.

- **We'll be introducing new training material and require employees to have a sound understanding of the improved procedures before going 'live'.**

With improved procedures and better training, we should be able to reduce the number of incidents and take a giant step on our journey toward zero isolation breaches.

Energy Awareness Campaign

From October 19-27, 2009, IOC's Energy & Environmental Projects group sponsored a series of Energy Awareness Workshops in Labrador City and Sept-Îles. The workshops were customized for IOC and rolled out with the assistance of facilitators from NRCan (Natural Resources Canada). Workshops were held in both Labrador City and Sept Îles reaching over 400 employees.

The workshops provided employees with an overview of energy management at IOC. Information was provided on the cost of energy at IOC

and identifying the major consumers of energy. Employees were provided with tips on how to reduce energy costs both at home and at work. The presentations included interactive demonstrations and prizes were awarded to participants.

An additional component of the energy awareness campaign included a train-the-trainer session with NRCan facilitators and members of the Energy & Environmental Projects team.

Here are some useful tips that might save you money and reduce fuel and energy usage during the winter season:

Monitor tire pressure especially during winter months

The Effects of Under Inflation on Tire Wear and Fuel Use		
Percentage of Under Inflation (%)	Percentage Wear Increase (%)	Fuel Use Increase (%)
10	5	2
20	16	4
30	33	6
40	57	8
50	78	10

Consider a block heater timer for your car:

- Cost of timer \$25
- Using a timer you could save up to \$40/year
- Payback within one winter!

Generating Cost Savings

IOC is forever on the hunt for new ways to improve through the streamlining of operations in order to make employees' jobs safer and more efficient, and ultimately, to give its customers quality product, on time.

A group of Primary Ore Operators had participated in a drill mobilisation/demobilisation improvement project and made the suggestion of introducing a mobile generator to mine operations. The operators put their heads together with Engineering to discuss a new mobile generator. A piece of equipment that would make employees' jobs more manageable, cut down on production time and in the end, save on costs. Employees were interested in helping Engineering deliver a product that would meet their needs and be around for years to come.

Why was a mobile generator needed? In hard rock mining operations, it's necessary to blast the mining material for fragmentation and create a digging consistency. When preparing to blast, any equipment operating near the blast site must be moved far enough away to mitigate the risk of equipment damage. In 2008, Primary Ore had 52 production blasts, which required shovels and drills to be removed from the blasting site. Power is provided to shovels and drills in the pits from pit lines connected to distribution substations. These trailing cables are laid along mine roads and ramps as equipment is moved into the pit to begin production. Shutting down the power, disconnecting and reconnecting cables, then powering up again is time consuming and contributes to lost production opportunity. The application of a mobile generator has allowed units that need moving to be disconnected and attached to the generator set only once for the entire distance traveled.

Although propelling drills and shovels with a generator is not new. What makes this mobile generator unique is that it can power-up a drill direct across the line without using a reduced starter. So to start a drill, the team must ensure that voltage drop does not exceed 20 percent as the drill will protect itself and trip the power off.

The generator has been in operation for three months and according to a Lean Quick Change Over study performed on-site with 52 blasts, a mobile generator will improve shovel and drill operating efficiency by an extra 90,000 tonnes loaded and 463,000 tonnes of broken reserves generated with cost savings of \$694,000 per year. With the mobile generator cost at \$1.8M, the net present value will be \$4.8M with a payback of 1.8 years and an internal rate of return of 50.8 percent.

There are numerous other day-to-day benefits as well. Trailing cables that are laid along mine roads are not dragged and require less physical handling by the duty electricians and pit attendants, reducing the wearing and replacement of the costly cables. Shovels and drills transferred from one pit to another by a multidisciplinary team previously took a minimum of three days, but now with the mobile generator, the operation takes as little as six hours!

The mobile generator can also be used to supply alternate power to in-pit dewatering pumps to limit the ingress of water, ensuring pit-floor workability and wall stability during a power outage. If not required for dewatering, the mobile unit can be used to continue drilling operations or as an alternate power source during power outages. The generator also has the capability to synchronize with existing emergency generators in the Heating Plant, Concentrator and Pellet Plant.

Overall, a smart investment.

The team has seen real value in the generator so far and many are now pondering the requirement for a second unit. In response, we will be re-evaluating the business case of the mobile generator to determine if an additional unit is warranted.



“In terms of this project, many tell me it was a great success and I always reply: A lot of people had input and added value.”
Shane Waterman, Senior Technologist.

Staying the Course

Even during the global recession, IOC continues to invest to secure our future together.

With the past 12 months having been some of the most challenging for the mining sector in general, across all geographies, IOC still managed to seize an opportunity: to stay on course and complete capital purchases during the downturn in order to take advantage of future market upturns. This turned out to be a good move as IOC is seeing positive signs of a growing iron ore market.

To prepare for this eventual market upswing, outfitting Primary Ore with new equipment was a priority: some equipment was nearing the end of its life and needed to be replaced; mine expansion has meant new roads as well as road maintenance and heavy investment in the auxiliary fleet; and, transferring ore to processing facilities and then to customers required updating the fleet to Komatsu 930 haul trucks, P&H 320 drills and 2800 series shovels.

To date, IOC has or is in the process of purchasing five KA 930 haul trucks, two P&H 2800XPC shovels, three P&H 320 drills and numerous pieces of auxiliary equipment for a combined investment of approximately \$100 million USD.

And this heavy investment has already paid off with the rise of numerous benefits. Along with the new auxiliary fleet has come better haul road conditions, improved cycle time and truck availability. And the new trucks, drills and shovels have enabled IOC to increase the amount of ore hauled to the pockets as well as providing employees with the latest technology to help them do their jobs with more efficiency and safety.

Hundreds of employees have been affected by the improvements with the most obvious being the operators and maintainers. But indirectly, the benefits reach out to support staff from procurement, planning, HSE, training and management. They have all helped support these new acquisitions.

“The response from operations and the maintenance teams with regards to the new equipment has been very positive,” says Dwayne Walsh, Advisor- Primary Ore Equipment Acquisition. “The new fleet will provide the backbone to Primary Ore operations in the years to come.”

Small Scale Improvements save Hundreds of Thousands

A burner gun tip to an induration furnace in the Pellet Plant is not unlike a needle in a haystack. Something so small was found to have a significant impact on such a large machine. A multi-disciplined team from the Pellet Plant recently worked together to find a solution to the premature wear problem on burner gun tips. The solution identified will save an estimated \$300K per year on the procurement cost of burner gun tips alone.

During a root cause analysis investigation into the fire that occurred on induration Machine 4, Ron Doucet-Superintendent - Reliability, as part of identifying potential causes that could lead to a refractory fire, identified worn burner gun tips as one of the causes. During this investigation George

Vardy, Maintainer Operator- Burners, raised a concern with the Senior Process Engineer – Induration, Corey Hennessey, regarding the premature wearing of burner gun tips. George pointed out that the burner gun tips were wearing at about 5 times their usual rate. Through the ongoing investigation the team concluded that premature burner gun tip wear not only increased the cost of buying the tips but also significantly increased the probability of premature refractory failures and induration machine fires.

As a result of investigating the bunker C fuel cargo analyses, a change in the bunker C chemical properties was identified as the cause of the premature wear. A meeting with representatives from the fuel supplier was held and the change in chemistries was linked to the

refinery process itself. It was determined that there were no cost effective solutions to address this issue from a fuel supply perspective.

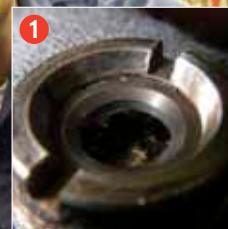
As changing the bunker C supplier's refinery process was not an option, the team explored ways of increasing the wear resistance of the burner gun tips. Corey Hennessey pointed out that George's knowledge and experience with the burner guns was instrumental in identifying possible improvements to the tips. George Vardy made the suggestion to increase the thickness of the inner ring, the part most prone to wear. Working with a local supplier, it was decided not only to increase the inner thickness of the wear area, but also to replace the stainless steel wear area with a tungsten carbide insert.

Over the course of the last 3 months the newly designed burner gun tips underwent controlled testing. The result was that the "regular" burner gun tips had to be removed from production after only 5 weeks due to excessive wear while the newly designed burner gun tips did not exhibit any signs of wear. Bi-weekly inspections have continued as part of the change management process and to date, the newly designed tips have shown no visible signs of wear.

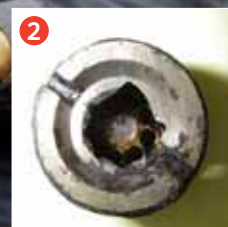
The new tungsten carbide insert burner gun tips have already exceeded triple the regular tip life. Ron explained, "It's been over 100 days since we replaced the regular burner gun tips with the new ones and there are still no visible signs of wear."

In addition to the potential \$300K savings /year in burner gun tips, the decreased wear properties will improve both refractory life and bunker C consumption.

Performing a bi-weekly inspection: George Vardy, Corey Hennessey and Ron Doucet



*New Burner Gun Tip
no visible signs of wear
after 12 weeks*



*Original Burner Gun Tip
wearing in 5 weeks*

New Branding at IOC!



Tim Butler

Vice-President Human Resources & Organizational Effectiveness

Years with IOC: 4

Primary Responsibilities:

Ensure that we all live the IOC Mission and Values everyday at work.

Interests:

Riding around the country on my motorcycle.

Alan Smith

Vice-President, Atlantic Rio Tinto Iron Ore

Years with IOC: 6

Primary Responsibilities:

Ensure that we kept shipments going through the eye of the financial storm while continuing to seek future growth opportunities for IOC.

Interests:

Keen supporter of the "Wallabies" (Australia's Rugby Union team).

Terence Bowles

President & CEO

Years with IOC: 9

Primary Responsibilities:

Align everyone towards our mission to Secure our Future together as a successful supplier of iron ore products. Work on a daily basis with the Management Team to ensure we make the right decisions and meet the employees on a regular basis to understand what the issues are.

Interests:

Golf, cycling, skiing and relaxing at home with my family as much as I can.

Rolland Morier

Vice-President, Finance & Administration

Years with IOC: 3

Primary Responsibilities:

Coordinate IOC's short and long term financial planning; oversee pension investments, systems development strategy and planning; and most recently ensure IOC had sufficient financial resources to survive the global financial crisis.

Interests:

Cross-country skiing, skating, hockey player (oldtimer) and volunteering in fundraising activities.

Employees have already begun to see the new visual association between Rio Tinto and IOC. Our new brand is a reflection of the business relationship that exists between IOC and its majority shareholder.

The new branding has already appeared in publications, on IOC tv, and other communication channels and will continue to be phased-in over time as new equipment and materials are ordered.

Coming early 2010

All IOC employees will be issued a new rebranded item of clothing



Manon Beauchemin

Vice-President, Legal Services & Company Secretary

Years with IOC: 12

Primary Responsibilities:

In charge of all legal aspects in contracts, labour, financing, HSE, development, human resources.

Interests:

Golf, ski and movies.

Andre Krol

Vice-President, Business Evaluation & Development

Years with IOC: 8

Primary Responsibilities:

Focus on expansion projects, tailings management project, resource development, exploration, valuation & strategies, greenhouse gas and air pollutant reduction.

Interests:

Spending time with my wife and 3 boys (4, 7 and 9)

Tayfun Eldem

Vice-President, Operations & Engineering

Years with IOC: 20

Primary Responsibilities:

Ensure IOC meets its operational objectives while remaining true to our Mission and Values. Secure our Future by delivering on performance commitments and continuously improving the business.

Interests:

Spending quality time with family, travel, trivia, reading and volunteering at the Menihék Nordic Ski-Club.

Good neighbour relations

We all have neighbours, and most of them are charming and helpful. But life in society can also have a less pleasant side, especially when we perceive a threat to our quality of life. If you find yourself in this type of situation, before brandishing the law and calling for justice, we suggest that you take a look at the following common cases and our related advice.

Situations that can become problems

Our society assumes that neighbours accept the normal drawbacks of living in close proximity to one another, i.e., annoyances that are tolerable by local standards. Here are a few examples of situations that people encounter:

- **Common walls, fences and hedges:** Replacement and repair costs have to be accepted and shared equally by the co-owners. Before you hire a

contractor, make sure that the work is essential and that you have obtained your neighbour's consent in advance. If your neighbour refuses to pay, you will have to cover the costs yourself. Your neighbour could even be opposed to the work.

- **Trees:** A tree has to be a serious nuisance before you can oblige a neighbour to cut off any of its branches. In most cases, being deprived of a few rays of sunshine is not a sufficient reason. Branches and roots that are a serious threat to your home or that are damaging your property, on the other hand, are generally accepted reasons.

Tips for avoiding problems

The first way to avoid problems is to talk to your neighbour to inform him or her about the situation. Sending

a formal notice to a neighbour who isn't even aware of the inconvenience you are suffering is definitely not the best way to build better relations. If your discussion fails to produce the desired results, you can then send your neighbour a formal notice to oblige him or her to pay attention to your request. If you are still dissatisfied, you can take legal action. But you cannot take the law into your own hands – as tempting as this may be!

If you are obliged to take legal action, be sure to prepare a detailed file. Take photographs and obtain experts' professional opinions, to prove the abnormal nature of the nuisance and show that it is your neighbour's fault. Going to court can be very expensive, even if you are right!

Good luck with your neighbours!



Building from the Ground Up

The Power Distribution team have been working 'outside their element' over the past eight weeks. They have been working off-site, out-of-province and away from their day-to-day work at IOC, but have returned with new experiences and skills that will prove invaluable in the years to come. The project: to build six custom substations for use at our Mine Operation.

In an ongoing effort to bring the substations up to code, six substations were identified for replacement. IOC offered the services of skilled electricians to the contract company to ensure project delivery timelines were met. Crews travelled to Markham, Ontario for a two-week-on/two-week-

off rotation in order to complete a key construction phase by year-end.

Electricians Darcy Lowe and Derek King were both involved in the work rotation and said, "The work was carried out by the entire team in a safe manner. In 8 short weeks all components of the substations were delivered here on site. We impressed ourselves!"

Carl Holm- Project Manager explained, "This was an interesting approach to the build as our employees were predominately involved in the commissioning phase. Through this assignment the crews were able to identify improvements in the construction phase which will decrease

maintenance and operation risks." One improvement was adding an enclosure and housing the test point connections to the grounding system. This addition not only improved the efficiency of testing but also eliminated a working at heights risk.



Darcy Lowe- Electrician, energizing the line for the first time

IPT

IOC's Innovative Safety Ring Debuts in Australia

It was some time back in the 1970s when IOC came up with the solution for what's called "undesired uncoupling". Occurring during ore hauling and dumping, train cars would detach from each other causing serious safety concerns and production loss. The decades old innovation – a mechanism called the Safety Ring that keeps the trains' couplers together – combined with the added safety measure of antigravity lock blocks, has saved IOC countless hours of delays due to these types of incidents.

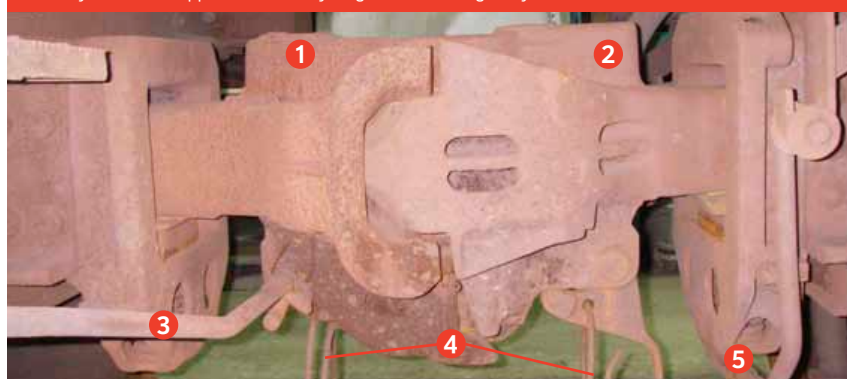
It was no surprise then that when contacted by Rio Tinto's Pilbara business unit in Australia detailing its troubles with undesired uncoupling, that IOC was eager to share this innovation. IOC's counterparts were experiencing these ore car separations due to the knuckle of the couplers becoming unintentionally activated. The problem was identified as a chronic source of delays to the rail network - 81 incidents were identified in 2008 alone.

The Pilbara unit borrowed IOC's idea, applied their own version of the Safety Ring called the R-Clip and saw immediate improvements with expected benefits to include a reduction in mainline delays by 160+ hours per year.

"We offered our colleagues an idea that was specifically adapted to their needs," says Adriano Catino, IOC Reliability Engineer. "The collaboration between the two Rio Tinto business units is an example of how IOC approaches every issue: with best practices and teamwork in mind."

UNDESIRED UNCOUPLING

2 safety measures applied: the safety ring and the anti-gravity lock block



1- Straight coupler 2- Rotary coupler 3- Straight operating lever 4- Safety ring to avoid the vertical movement 5- Rotary operating lever

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Resourcing for the Future

IOC has been proactive in its approach to address shortages of skilled trades workers through the implementation of various programs. The demographics of the mining workforce in Labrador West are not unlike other industrial areas in Canada which are experiencing alarming shortages of skilled workers predominantly in trade occupations.

One very successful initiative is the Apprenticeship Program. This program is not new to IOC but has certainly grown in numbers over the past four years. It is an industry-based program involving an agreement between individuals who wish to learn a set of occupational skills - an apprentice, and an employer who needs a skilled worker. We currently accept apprentices into the Industrial Electrical, Millwright, Heavy Duty Equipment Technician, Pipefitter and Welding trades.

In anticipation of a skills trade shortage due to attrition, IOC formally registered five Millwright apprentices in 2005. Since then this program has grown substantially with 126 apprentices currently working towards their journeyman certification. The numbers have not only increased over the years but we have seen an increase in the number of females who are seeking employment as skilled trades employees. IOC now has six females in the program. Dawn Boyd, a journeyman electrician and recent graduate of the apprenticeship program states, "I am proud to say I am an industrial journeyman electrician at IOC. I can draw everyday on the skills that I learned along the way both in school and from previous employers."

Apprenticeship programs, which normally span a four to five year period, consist of approximately 25 percent classroom instruction and

75 percent on-the-job training. Once they enter an apprenticeship with an employer, they begin their advanced level training which includes both on the job training under the guidance of a qualified journeyman in the related

program. This will have major benefits to Apprentices in terms of reducing debts associated with temporary relocation as well as eliminating disruption to home life and family schedules.



Nathalie Mouland - Millwright Apprentice

trade, and school based training called Block training. The Block training is usually for eight weeks at which time they attend school as a full time student outside Labrador West and away from their families and homes. In recognition of the challenges and extra expenses this costs employees, IOC has not only provided apprentices with a wage subsidy while doing their block training, but they have been actively working with the community and local College of the North Atlantic (CNA) to encourage the local delivery of advanced apprenticeship programs in the Industrial Electrical and Millwright trades. In 2009, the CNA received accreditation for the local delivery of advanced training for the Millwright program and is still undergoing its review of the Industrial Electrician

Currently there is a Joint Union/ Management Committee in place to support the apprenticeship program, which will enable both management and union to work together to ensure a strong and viable skilled trades workforce for the years ahead.

IOC participates in Provincial Mining Week and Mineral Resources Review 2009!



Michelle Manning, Jacqui Winter and Rod Champion at the Mining in Society Event- St. John's, NL

Mining is one of Newfoundland and Labrador's largest industries, and a major contributor to the provincial economy. The Honourable Kathy Dunderdale, Newfoundland and Labrador Minister of Natural Resources, proclaimed November 1st – 7th **Provincial Mining Week**. Activities focusing on awareness and education were organized locally and provincially.

The Provincial Mineral Resource Review and Mining in Society events took place in the Capital during official Mining Week. Tayfun Eldem, IOC's Vice-President- Operations and Engineering, and 2008-2009 President of the Newfoundland Chapter of the Canadian Institute of Mining, Metallurgy and Petroleum (CIM) hosted the 3-day conference. This year's theme: **"The Newfoundland and Labrador Mineral Industry – Meeting the Global Economic Challenge"**.

The Annual Mineral Resources Review is the largest mining conference and trade show in Atlantic Canada and a joint initiative between the Mines Branch of the Department of Natural Resources and the provincial branch of the CIM. IOC participated in the exhibition and trade show portion of the event and as part of the technical program, Brian Penney, General

Manager- Product Manufacturing, delivered a presentation on IOC's road to safety.

Members of IOC's Human Resources and Communications teams participated in **The Mining in Society** event held at the Johnson Geo Centre. The event targeted school-aged youth, educators, general public and highlighted the many aspects of mining including: innovation, technology, safety and environmental performance.

As part of this event, Heather Bruce-Veitch, Manager, Human Resources- Labrador City, moderated the 'Women in Mining Forum' where Michelle Manning, Primary Ore Operations-Team Leader participated as a panellist along with other women from Newfoundland and Labrador's Mining Companies. The forum profiled women working in a variety of mining-related careers.

Heather pointed out that, "When it comes to employing women, we lead the pack. IOC's proportion of female employees has skyrocketed from 3% in 2001 to the current 24% – well above the mining industry average of 14%."

In Labrador west, mining week activities were launched on Monday

with a luncheon sponsored by the Chamber of Commerce. Tayfun Eldem presented both as IOC Vice-President – Operations and Engineering and as the Provincial President of the Newfoundland Branch of CIM. Tayfun highlighted the importance of the Mining Industry locally, provincially, and nationally. He pointed out that, "The industry employs 351,000 Canadians in mineral extraction and in the value-added smelting, fabrication and manufacturing areas."

Other activities carried out during the week included mining career presentations by the Human Resources team to students at the College of the North Atlantic, interactive displays at the Labrador Mall complete with PPE demonstrations for young children and on demand mining operation videos for youth. As a final activity, mine tours were offered to any members of the community interested in seeing 'inside the operations'.

Jacqui Winter, Mining Week Organizer and Community Relations Advisor noted, **"Overall, the week was an excellent way to educate and remind people of the importance that the mining industry has in our province and to spark some interest in our youth... maybe even to pursue a career in the mining industry."**



Meghan Saville, Reyna Paisley, Tanya Hatch and Doug Yetman pose with Safety Santa at the Labrador Mall Display

Organised, Efficient, Together!

Lean is still going strong at IOC. Improvement projects are going well, and this is thanks to your ideas and efforts.

A Lean Special Mine to Port will be coming soon. In it, you will find the latest Lean news, tricks on how to better use and understand your info centre, and tips on making your meetings successful. Remember, YOU are the specialists in your field! Keep those suggestions coming.



External Relations

United way's March of 1,000 Umbrellas!

On October 1st, Montreal IOC employees participated in the Launch of the Great Montreal Centraide Campaign 2009.

With "More than ever" as the 2009 theme, United Way had a \$54,000,000 goal. Proudly representing IOC were: Olivier Sam Yue Chi, Elisabeth Barbeau, Kim Raymond, Van Alexopoulos, Terry Bowles, Micheline Cloran, Elisabeth Prévost, Michel Filion, Suzanne Marcil, Pascal Nobecourt, Guy Lagacé and Hitoshi Takao.





Memo: Substance Abuse Prevention Policy

IOC is committed to maintaining a safe, healthy and productive work environment for all. As part of this commitment we are introducing a new substance abuse prevention policy in 2010 which will be fully implemented over a six-month period.

Details of the policy can be obtained from Prospect.

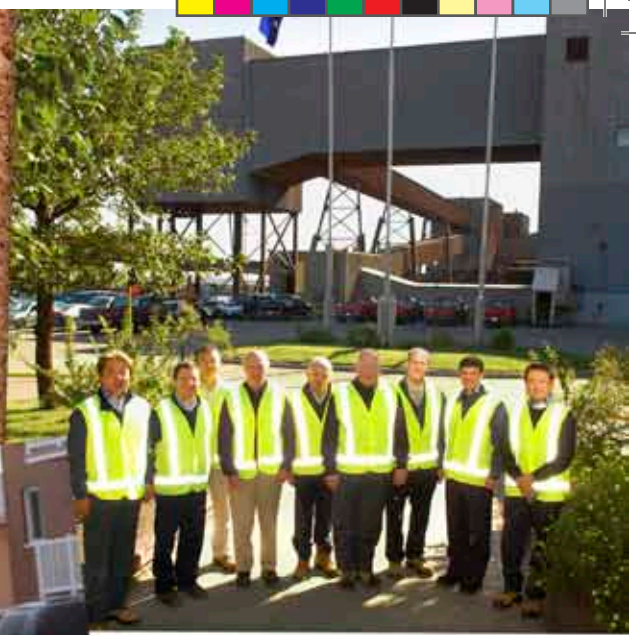
Let's all work together to create a safer workplace and community.



TWO OF OUR OWN BEAR THE OLYMPIC TORCH !

Fay Pittman
Chief Engineer - Environment

Remi Gagnon
Planner- Terminal



SEPTEMBER 8-9: IOC BOARD OF DIRECTORS VISIT THE LABRADOR CITY OPERATIONS

Takajiro Ishikawa, Tayfun Eldem, Nobuharu Hirota, James C. McCartney, Bruce C. Bone, Samuel M.C. Walsh, Rolland Morier, Terence F. Bowles, Noriyuki Tsubonuma.

25/40 years

- 01 Anthony Hynes 25
- 02 Eddison Webb 40
- 03 Kevin Trask 40
- 04 Raymond Drake 40



Yves Harvey, Quebec Mining Association President, Louis Gravel, General Manager - Product Delivery, Terry Bowles, President and CEO, and Pierre Blackburn, Superintendent - Health and Safety.



IOC Awarded for Improvements in Accident Prevention at Quebec Mines

IOC employees in Sept-Îles won, for 2008 and the second time in three years, the F. J. O'Connell Award in the "Surface Mining, Transportation and Primary Metals Processing" category. The trophy recognizes companies for outstanding improvements in accident prevention at Quebec mines in recent years, and highlights the winners' efforts compared with the average performance of the overall Quebec mining industry.



Betty Canuel and Ken Lindstrom won Bravo Awards - Best RTP Analysts in East America

IOC Bursary Winners:

- Sarah Baker**
Daughter of Joseph Baker, Operator/Maintainer in Labrador City.
- Megan Goulding**
Daughter of Oral Goulding, Planner- Engineering and Central Services in Labrador City.
- Stéphanie Blackburn**
Daughter of Pierre Blackburn, Superintendent- Health and Safety in Sept Îles.
- Caroline Yockell**
Daughter of Bruno Yockell, Senior Technologist, Pellet Plant in Sept Îles

Welcome to our new colleagues

BUILDING MAINTENANCE

Maureen Dumaresque, Labourer

CONCENTRATOR MAINTENANCE

Diantie Saunders, Administrative Assistant

ENGINEERING CR

Stephen Twyne, Technologist Senior
Glenda Weir, Technologist Senior

FABRICATION

Lori Williams, Operator Maintainer

FEED PREPARATION- MAINTENANCE

Craig Baldwin, Maintainer Operator Mechanical 2
Lee Luscombe, Maintainer Operator Mechanical 2
Kevin Rideout, Maintainer Operator Mechanical 2

HEATING, STEAM AND AIR PLANTS

John Leckie, Stationary Engineer 3rd Class
Jamie Wells, Stationary Engineer 3rd Class

IT SERVICES

Alana Newhook, IT Analyst

MAINTENANCE & ENGINEERING

Murray Greenfield, Engineer Sr - Energy & Environment
Alireza Naghash, Advisor Sr - Energy & Fuel

MMF GARAGE

Tzema Hicks, Operator Maintainer
Stephen Pardy, Maintainer Operator Mechanical 2
Brian Warren, Maintainer Operator Mechanical 2
Byron Young, Maintainer Operator Mechanical 2

PELLET PLANT OPERATIONS

Paul Etsell, Operator Maintainer

Jacqueline Hancock, Operator Maintainer
Bernard Hodder, Operator Maintainer
Marina Leaman, Operator Maintainer
Darrell Samms, Operator Maintainer
Tenille Warford, Operator Maintainer
Craig Yetman, Operator Maintainer

POWER DISTRIBUTION

Trevor Kippenhuck, Maintainer Operator Electrical 1

PRIMARY ORE SUPPORT

Leo Arbet, Planner

PRIMARY ORE MAINTENANCE

Matthew Sheather, Team Leader Sr - Tire Maintenance

PRIMARY ORE PRODUCTION

Bobbi Jo Ackerman, Administrative Assistant
Kimberly Barrett, Operator Maintainer
Trudy Bridger, Operator Maintainer
Whyman Burden, Operator Maintainer
Krista Butler, Operator Maintainer
Morley Campbell, Operator Maintainer
Blaine Clark, Operator Maintainer
Bryan Collier, Operator Maintainer
Sarah Cumby, Operator Maintainer
Leroy Delurey, Operator Maintainer
Tracey Doyle, Operator Maintainer
Jeffrey Dumaresque, Operator Maintainer
Lorilea Foley, Operator Maintainer
Ashlee Gauthier, Operator Maintainer
Kirby George, Operator Maintainer
Tracey Gilbert, Operator Maintainer
Trevor Goodyear, Operator Maintainer

Michael Hounsell, Operator Maintainer
Natasha Keats, Operator Maintainer
Sheldon Kinden, Operator Maintainer
Bradley King, Operator Maintainer
James Maddox, Operator Maintainer
Colin Meadus, Operator Maintainer
Debbie Payne, Operator Maintainer
Vanessa Rumbolt, Operator Maintainer
Harold Slaney, Operator Maintainer
Maxwell Stanford, Operator Maintainer
Nancy Trickett, Operator Maintainer
Steve White, Operator Maintainer
Matthew White, Operator Maintainer

PROCESS MAINTENANCE

Shamun Mohamedali, Maintainer Operator Mechanical 2

SAFETY

Kyle Van De Kamp, Security Officer

TRANSPORTATION AND TRAFFIC

Louis Deschênes, Engineman
Christian Dionne-Lévesque, Engineman

VEHICLE SHOP

Paul Brinston, Maintainer Operator Mechanical 2
Bryan Fagan, Maintainer Operator Mechanical 2
Marilyn Higdon, Labourer
Alain McGrath-Breton, Maintainer Operator Mechanical 2

WAREHOUSE CR

Peter Morrissey, Storeperson

In memoriam We extend our deepest sympathy to the families of

Philippe Bourgade, June 1, 2009
Yvon Noël, June 16, 2009
Jean-Paul Vinet, June 25, 2009
Louis-Guy Perron, June 29, 2009
Alfred Jellet, July 1, 2009
Hurgel Lévesque, July 5, 2009
Michael R. Morin, July 17, 2009
Jean Goulet, July 22, 2009
Patrick Hinchy, July 27, 2009
Louis Moreau, July 28, 2009

Allan Mackenzie, August 23, 2009
Roy Burridge, August 26, 2009
Raymond Tétréault, September 9, 2009
Gerald Martin, September 9, 2009
Patrice Briand, September 10, 2009
Lucien St. Louis, September 23, 2009
Manuel Pereira, September 25, 2009
Rosaire Gravel, September 26, 2009
Jean Hogan, September 29, 2009
Hiram Hewlin, September 29, 2009

Edmond Lamb, October 5, 2009
David Earle, October 8, 2009
Ghislain Pelletier, October 11, 2009
Richard Lee, October 13, 2009
Roger Sebe, October 14, 2009
Michael Boland, October 14, 2009
Lionel Lemarquand, October 25, 2009
Thomas McGrath, October 29, 2009
Gordon Howse, November 4, 2009
William Saunders, November 16, 2009

Bravo !

To our employees who received their Professional Engineer license (P.Eng) since July 1, 2009

Harvey Aasman, Tomislav Mihajlovic, Steven Osborne and Dharma R. Pokharel

To our employees who recently achieved Inter-Provincial "Red Seal" Certification

Leroy Brace, Terry Drover and Chris Lacey

The Mine to Port team would like to welcome our new editor, Krista Norman, and thank Trina Thompson for her dedicated work over the past year.

Mine to Port The team :

Perry Canning, Business Improvement, perry.canning@ironore.ca
Darlene Collins, Product Manufacturing, darlene.collins@ironore.ca
Nancy Gagnon, Continuous Improvement, nancy.gagnon@ironore.ca
Pascale Gauthier, Sust. Deve. & Environ, pascale.gauthier@ironore.ca
Shannon Goulding, Comm. & Ext. Relations, shannon.goulding@ironore.ca
Barry Hillier, Engineering, barry.hillier@ironore.ca
Sean Hiscock, Health and Safety, sean.hiscock@ironore.ca
Eric 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
Krista Norman, Comm. & Ext. Relations, krista.norman@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/Human Res., stephanie.stemarie@ironore.ca
Chantil Strangemore, IT&S, chantilstrangemore@ironore.ca
Jacqui Winter, Comm. & Ext. Relations, jacqui.winter@ironore.ca

Iron Ore Company of Canada

Produced by the Communications Department
www.ironore.ca • krista.norman@ironore.ca • Tel. : 709 944-8400 #8349
Editing : Naïka Communications inc.

Publications Mail:

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