

Mine to Port

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

The background of the lower half of the page is a vibrant red, decorated with numerous white and light grey snowflake patterns of various sizes. A large, white, five-pointed star with a long, curved tail is positioned on the left side, appearing to fly across the sky. Below the star, a stylized illustration of a winter town is visible, featuring buildings with snow-covered roofs and a prominent green bell tower. The foreground is a white, snow-covered hill.

**MERRY
CHRISTMAS
AND HAPPY
NEW YEAR!**

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Message from Zoë



Holiday Greetings everyone! As I prepared for my message in this edition of Mine to Port and reflected on the year gone by, I am truly inspired. Each of you have made a unique contribution to the success of this business.

I would like to take this time to thank you for your efforts, your never ending focus on safety, but most of all, for being an employee of IOC. There are many highlights coming to mind (many of which I have covered in previous issues of Mine to Port). However, in this issue, I would like to share my thoughts on three things: driving, stress, and friends and family.

During this time of year many of us will inadvertently be placing ourselves at a higher risk than at other times of the year. We could be doing this in conscious and unconscious ways. As the seasons change, we become exposed to new and different hazards, everything from new germs to changing weather conditions. It's often when conditions change that we are most susceptible to accidents; especially vehicle-related accidents. I encourage you to use extra caution at this time of the year and remember to adapt your driving habits to the changing weather conditions. The season also brings lots of opportunities for celebrations, and

with those celebrations comes alcohol. Unfortunately, there are those who put their lives and the lives of others in jeopardy by getting behind the wheel of a vehicle under the influence. I am asking each of you to make a commitment – a zero tolerance commitment – to friends and family driving under the influence. Please remember to drink responsibly and call friends or family a cab if they need a ride.

The holidays also bring a tremendous amount of stress to each one of us. This includes some good stress, but also unfortunately bad stress too. It is important to consider that both types of stress have similar impacts on your body and your psyche. This stress may come from lots of places: work (the rush at the end), shortened daylight hours and not enough time outside, not enough money, relationships that aren't going well, or a Christmas party you might be preparing for.

All this to say that people may find themselves not fully focused on their jobs as they are either thinking about their upcoming plans for the holidays or else just returning from vacation and re-adjusting to the demands of work. I urge you to take the time to use extra caution in your driving and in your personal health during this period.

In closing, I want to take this opportunity to honour one of our contracted employees who lost his life while on the job in April, and to let the family of Jamie Brace know that our thoughts and prayers are with them and with all of you who remember those whose lives have been lost in workplace incidents and illnesses both here at home and around the world. Our thoughts are with all of you, especially at this time of year where the tragedy of loss feels so much heavier.

Let this be a reminder to all of us that we must put our health and safety above all else, to ensure tragedies like this don't happen. Equally as important, take the time to rest and rejuvenate for the coming year, and to embrace whatever makes your holiday season most enjoyable. Whether it is sharing a good meal with friends; watching your children marvel at the wonders of the season; or simply enjoying the warmth of the woodstove at your cabin – take the time to do it!

From the Yujnovich household to yours, I would like to personally thank each of you for your efforts in 2011 and wish you all the best this holiday season. I look forward to a safe, healthy, and productive New Year for us all!

Right where she wants to be

IOC'S first female 4th class power engineer – Jessica Winsor



Growing up in Labrador City, Jessica Winsor knew she would not be happy working in a traditional female role. A self-proclaimed 'tomboy', Jessica's hobbies were hands-on activities that made it clear to her that a desk job would never be a career.

After her high school graduation, Jessica enrolled in the locally offered mining technology program. Her love of home, and the desire to stay rooted in Labrador City, were the driving forces behind her decision.

During her three-year program, Jessica had opportunities to complete work terms in the concentrator, pellet plant and as a haul truck driver in the mine. On December 20, 2004, Winsor began her new job as a regrind attendant at IOC. After 4 years, Winsor says, she was ready for something new and challenging. She requested a leave of absence and attended the NSCC (Nova Scotia Community College) to pursue a power engineer's trade.

Three years later, in 2011, Jessica has the distinction of becoming IOC's first female 4th Class Power Engineer. Says Winsor, "It's a great feeling; it's nice knowing I can do the job as good as the boys."

4th class power engineers run the air compressors, and vacuum pumps, in the compressor room. These compressors provide pneumatic air, ranging from 40-210 PSI (pounds per square inch), to various areas on site.

They use three types of air. Service air is used to operate power tools, valves, and burners around the pellet plant. High pressure air is used in the operation of the loadout's gates, which are used for filling ore cars. Snap blow, along with vacuum, is used in the filtering process.

"The job holds a lot of responsibility", says Winsor, "The equipment is dangerous and needs to be closely monitored and maintained".

Her 4th class power engineer's status can open many different doors for Jessica. Her interprovincial ticket allows her to work, in her trade, anywhere in Canada. Power engineering is not limited to mining. There are job opportunities wherever there is a boiler system over a certain kilowatt rating; hospitals or universities for example.

In the future, Jessica hopes to gain the hours and experience required to continue advancing in her trade towards 3rd, 2nd, and 1st class engineer's status.

She hopes to encourage other women to go into trades. "We are more than capable", says Winsor.

For now, however, Jessica is right where she wants to be. She enjoys her job, is taking one day at a time and is working towards a long, lustrous career at IOC.

Congratulations to Jessica on your achievement and best of luck towards your future goals!

Dismantling of the pellet plant in Sept-Îles

A page of history is turning in Sept-Îles with the dismantling of the old pellet plant, concentrator and other facilities on the IOC site.

Unused since its shutdown in 1982, the Sept-Îles pellet plant and the concentrator were built in the early 70s to process the ore mined at Schefferville. Both plants were in operation nearly a decade before being closed in 1982 due to the collapse of the iron ore market and as the U.S. steel mills, which were IOC's major customers at the time, required a higher iron ore quality than Schefferville, preferably the one extracted at the Carol Mine in Labrador City. In 2001, IOC had invested 275 million \$ in upgrades to the pellet plant in view of reopening it. But it was finally decided otherwise in 2002, when the market conditions had changed drastically;

the plant was not in line anymore with what was happening in the industry, including its inadequate size and obsolete equipment.

The dismantling work began four months ago, but it was not until mid-November that EDS, the firm mandated to carry out the dismantling, has put down two huge stacks.

Two others will be demolished by December. It is extensive work that should be completed within 15 to 18 months. Ten additional projects are also underway to demolish secondary structures on the site. In January, EDS will address the dismantling of the concentrator and the pellet plant. The work is estimated at 35 to 40 million \$ and will be funded from the sale of equipment and scrap to buyers around the world.

Health and safety on the worksite: a priority

Demolition activities, decommissioning and rehabilitation underway in different work areas on the site represent some risks for those who are not familiar with this type of activity. As an example: possible fall when working at heights, falling objects when working at heights, chemical residues, still live services (electricity, water), fire, movement of machinery.

Therefore, strict HSE measures were put forward. In particular, all visitors must be escorted at all times and must not leave their escort more than 5 meters. It is forbidden for IOC employees and their visitors to enter the demolition area unless they have reported their presence and obtained permission from EDS. We are never too cautious on a project of this magnitude!

ACTIVITIES ON SITE

Removal of asbestos	Cleaning	Dismantling	Demolition 
Packing	Handling – Transportation	Rehabilitation 	



Centraide Campaign at Sept-Îles

Fall is always a busy time at IOC. The HSE Week, the employee recognition event, the Christmas party and of course the Centraide Campaign.

To educate employees and increase their knowledge of Centraide, the campaign format has evolved and changed over the years. Meetings between representatives of organizations sponsored by Centraide and employees, a booth during the HSE week, through voluntarism of some employees to work for a few hours in targeted organizations... our collective participation reached the threshold of seventy thousand dollars over a three-year period.

This year, we had two objectives: \$ 80,000 (or \$ 40 000 from employees and \$ 40 000 from IOC) and an increased participation rate of 75 %.

To achieve that, the 2011 campaign unfolds over two periods to reach employees working on the site as well as for locomotive engineers.

Since Sept-Îles has more than 65 new employees hired during the year, we opted for short presentations at the weekly safety meetings or meetings at shift beginning.

Keep an eye on our campaign results!



Final total raised for the Centraide Campaign in 2010 was \$ 75, 274.

Mining Week 2011

Thousands informed, inspired and involved

It was hectic, exciting and exhilarating, as mining took the spotlight at dozens of events during Mining Week, October 30 to November 5. Through it all, IOC employees were at the centre of the action, talking up our expansion plans and contributions to provincial and national economies, and inviting young people to think about mining for their future.



- | **Life as a Geologist**, which drew a younger cross-section of students from Menihek High School
- | **Job Application Workshop**, which answered potential recruits' questions and helped them apply for exciting opportunities at IOC
- | **Menihek Food Bank Challenge**, which challenged the students of Menihek High School to fill bags donated by IOC with non-perishable items for the food bank. Menihek students collected over 60 bags of food for the Ministerial Association and IOC will match their generosity by donating an additional \$500 to the Ministerial Association on behalf of Menihek High School.
- | **IOC Mall Display**, which encouraged community members of all ages to learn about mining in Labrador West.

Women in Mining Forum in St. John's

If IOC President Zoë Yujnovich hasn't changed enough minds about women in mining, Heather Bruce-Veitch, Director of External Relations, is helping to change the rest. Heather, who was recently appointed Vice President of the Canadian Institute of Mining, Newfoundland and Labrador Branch, moderated the Women in Mining Forum in St. John's, with similar editions in Labrador City and Sept-Îles. The St. John's forum was opened by Diana Dalton, Deputy Minister Natural Resources who shared her career path with a strong emphasis on the fact that getting an education opens many doors.

The forum showcased five women, including IOC's own Dawn Hamilton, Safety Advisor.

The nearly 200 people in the audience – mostly Grade 7 to 12 girls – heard about a journey that began with Dawn's grandfather and dad, who worked at IOC.



As a young woman, she never thought she'd follow their footsteps but while studying business and English at the College of the North Atlantic, she heard about a program that was a prerequisite for working at IOC. It was a natural fit, especially as it enabled Dawn to remain in her community and family.

Mining Week in Lab City

This year's events in Labrador City engaged the entire community, with exhibitions and presentations scheduled for every day of the week.

Among the highlights:

- | **Careers@IOC**, which hosted and inspired students from the College of the North Atlantic



Dawn also noted how her journey dovetails with Rio Tinto's diversity goals. While women represented 14 percent of management and 27 percent of graduate intake across Rio Tinto in 2010, the goal is to raise those percentages to 20 and 40, respectively, by 2015.

"Several of the girls were on the plane ride back," recalls Dawn, "and they were still pretty excited to learn how varied mining careers can be. Before the forum, all they could imagine was a shovel and digging. We really opened their eyes."

Said Heather after the event, "We're seeing growing numbers of women not just in engineering schools, but also in heavy equipment and other non-traditional jobs. It's an exciting era for women...and for mining."

As part of IOC's broader effort to get more females thinking about mining, Menihek High School students visited IOC's offices as part of the itinerary for the Techsploration program. The program, which has a long history in the province and is now in Labrador, is designed to get more young girls to consider careers in trades, engineering and technology. An added bonus for the group of students was meeting the newly appointed Minister for Intergovernmental & Aboriginal Affairs who was meeting at IOC that day.

St. John's Mineral Resources Review

No doubt Mining Week's biggest event was mineral resources review 2011 in St. John's, under the auspices of the Canadian Institute of Mining NL branch. The Minister of Natural Resources, the Hon. Jerome Kennedy, welcomed nearly 800 participants, who came to learn more about the province's multi-billion dollar mineral resource industry. From November 3 to 5, they networked, visited more than 60 booths and attended dozens of exhibits, presentations and lectures.

It was an outstanding showcase for IOC. Don Hyma, Vice President Expansion Projects, reflected on his return to Labrador City after some 30 years, and his successful expansion projects for Rio Tinto in Australia. Reaffirming IOC's commitment to safety, he finished off with an expansion update and the Genesis Project.

Quebec / Newfoundland & Labrador Mining Forum

A few weeks prior to Mining Week, and in the spirit of sharing IOC's story, Rolland Morier, Vice President Finance and Strategy, also took the stage profiling IOC's business to a rapt audience in Sept-Îles. Rolland noted that the business is on solid footing.

He cautioned, however, that IOC is disadvantaged by distance compared to Brazilian and Australian producers, which are far closer to China. IOC products must travel some 14,500 nautical miles — at considerable cost — while Australian product is shipped a little over 3,000 nautical miles. The only way IOC can compete, he told his audience, is by keeping costs low, quality exceptionally high and by responding better than the competition to customer demand.



Hired at age 24, Dawn's IOC career has taken her from Process Technician to Mineral Processing Operator and Haul Truck Operator. Following a two-year certificate from UNB, she became IOC's first female Safety Advisor.

"Start focusing on your goals today because tomorrow comes quickly," she advised her audience. "Mining provides endless and equal opportunities. It is human nature to resist change. I encourage you to embrace change!"

HEALTH AND SAFETY

Keeping you safe beyond the gate

In an effort to ensure the safety and well-being of all people entering our site, an upgrade to site security has been successfully completed in Labrador City.

"I am really pleased with how smooth this entire process has gone," says Jamie Stagg, Superintendent, Emergency Services & Security, "Our main goal is to keep people safe who are entering our site and to ensure that the people driving across the gate are appropriately trained to deal with the hazards associated with an industrial site."

What has changed?

Only those who have received safety induction or Green Card Orientation are permitted to drive on site. In addition, children and pets are no longer permitted on site.

All employees and contractors who have been inducted will be issued with a photo-identification card which will activate the entry gates allowing entry and exit from site. All those entering and leaving site, including passengers, will be required to swipe their card at the gate. If you are a passenger in a vehicle please hand your identification card to the driver of the vehicle and they will swipe your card at the gate.

Don't miss the bus

For any employees who take the community bus, we will be installing identification card readers on the buses and each person entering site via bus transport will be required to swipe onto the bus but until these readers are installed we ask that you sign the log sheet that will be on each bus.

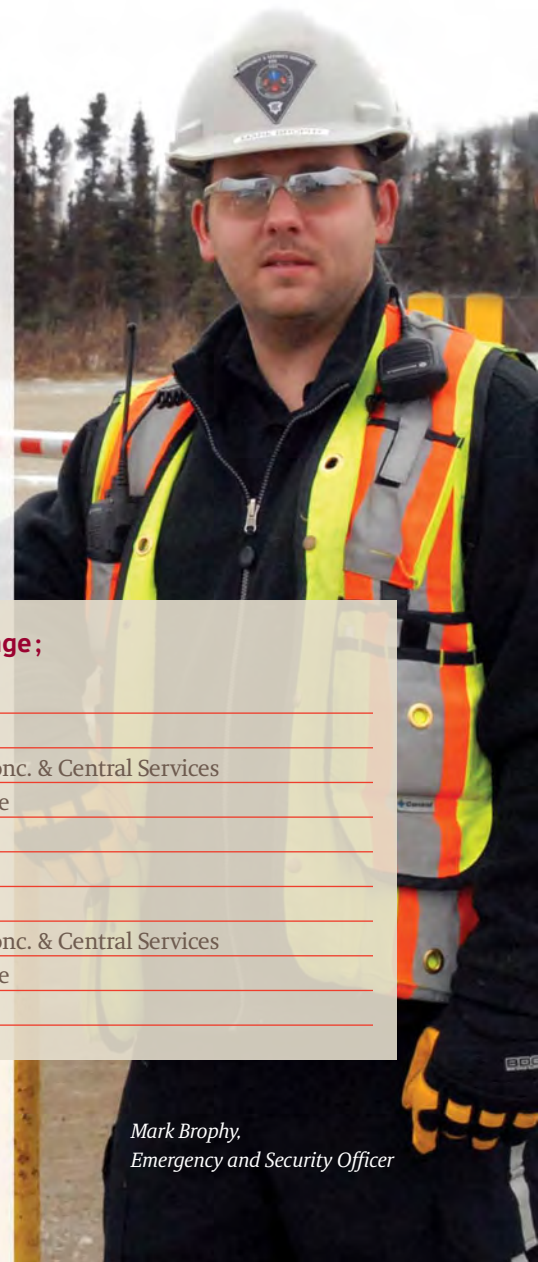
For any employees who are dropped off and picked up by non inducted personnel (e.g. family member, taxi, garage shuttle service, etc.) will now be required to be dropped off at the gate. A shuttle bus service has been implemented to transport personnel around site. There has been a heated bus shelter at the gate area for people to wait in and we have added additional parking outside the gate area.

If you require transport across the site outside of the above schedule, please call **987-RIDE (7433)**. We ask that you give advanced notice of your current location and where you need to go on site. If the driver does not answer the phone, please leave a voice message.

Please note the shuttle bus is a site based vehicle only and will not transport personnel off site.

The shuttle bus will run between the hours of 6:30 am and 8:30 pm daily.

"Thanks to all those involved in helping make this upgrade go so smoothly and thanks to all employees and contractors for their cooperation," says Jamie.



The shuttle bus will run the following route schedule during shift change;

6 h 30 Security

6 h 35 PP Dry

6 h 45 Admin/Conc. & Central Services

7 h 00 Mine Office

7 h 10 MMF

7 h 30 Security

7 h 35 PP Dry

7 h 45 Admin/Conc. & Central Services

8 h 00 Mine Office

8 h 30 Security

18 h 30 Security

18 h 30 PP Dry

18 h 45 Admin/Conc. & Central Services

19 h 00 Mine Office

19 h 10 MMF

19 h 30 Security

19 h 35 PP Dry

19 h 45 Admin/Conc. & Central Services

20 h 00 Mine Office

20 h 30 Security

One foot in front of the other

IOC employee champions diabetes awareness by sharing her story

When Vanessa Rumbolt got the news last March, she was devastated.

Type 2 diabetes was her diagnosis and knowing her family history, Vanessa knew she had to start making some positive changes in her life.

“At a young age I watched my grandmother lose two legs, go blind and later die from this disease,” says Vanessa. “At the age of 56 my dad was blind in one eye and losing sight in the other eye. Is this what I want for myself and family? No!”

At the time of her diagnosis, Vanessa says she was overweight and spent little time exercising, but that was all about to change.

“I was placed on medication, but I knew it was my choice for how long. It was time to put one foot in front of the other and take action,” she says. “In developing my new lifestyle, I started making healthy food choices and walking everyday.”

Vanessa’s diagnosis sparked a new energy inside her that has taken her from the haul truck in Labrador City to completing a half marathon in Sydney, Nova Scotia last September.

“By May I found myself running rather than walking,” she says. “In June I was taken off my medication and I’ve lost a total of 60 pounds.”

Vanessa is proud of her accomplishments, but says it did not come easy.

“It took lots of hard work and determination and support from family and friends,” she says.

The healthy lifestyle I have fostered gives me more energy and better relationships which ultimately helps my family, my work, and everything I do.”

Vanessa adds that a healthy lifestyle isn’t complicated, it’s as simple as letting your body move.

“I used to find it hard to start and now I find it hard to stop,” she says.

Vanessa plans to run with team diabetes in Halifax in May 2012 and her determination to beat this disease is an inspiration to us all. That’s why she has been chosen as one of our champions for diabetes awareness at IOC. Way to go Vanessa!

Get the facts about diabetes

Diabetes is a chronic condition that stems from the body’s inability to sufficiently produce and / or properly use insulin which the body needs to use sugar as an energy source. Diabetes can lead to serious complications but those who have diabetes can take steps to control the disease and lower the risk of complications. There are three main types of diabetes however nine out of ten people have type 2.

Type 1

where the body makes little or no insulin.

Type 2

where the body makes insulin but cannot use properly.

Gestational

where the body is not able to properly use insulin during pregnancy. This type goes away after the baby is born.



Several factors contribute to a person’s risk of developing diabetes. We do not know the exact cause of type 1; however genetic factors are believed to be involved. Risk factors that contribute to type 2 include:

- Being overweight
- Advanced age
- Physical inactivity
- High blood pressure and / or cholesterol
- History of gestational diabetes
- Family history

“Early diagnosis of diabetes is extremely important,” says Colleen Rixon, IOC’s Superintendent, Occupational Hygiene. “The earlier diabetes is diagnosed, the sooner a person can take steps to manage it and to prevent or delay complications. In some cases, a person can have type 2 diabetes but not have any signs and symptoms. Regular check-ups with your healthcare provider are an important factor in preventing or managing diabetes.”

For more information on signs and symptoms of diabetes, and how you can prevent or reduce your risk of developing Type 2 diabetes, contact a member of the Occupational Health team in your area.

Towards Sustainable Mining Performance Awards

Each year the Mining Association of Canada recognizes member companies and their facilities for their responsible approach to social, economic and environmental performance. This year IOC was one of nine companies who met or exceeded best practice benchmarks and was awarded a total of seven awards for Towards Sustainable Mining Performance (TSM).

"This is such a huge accomplishment and really speaks to the commitment of our employees to ensuring we reduce our impact on the environment and the communities where we work and live," says Patrick Lauzière, Manager of Environment and Sustainable Development.

IOC was presented with the following awards:

- Corporate crisis management planning (Achievement of Excellence)

Sept-Îles

- Crisis management planning (Achievement of Excellence)

- Energy use and greenhouse gas emissions management (Award)

- External outreach (Award)

Labrador City

- Crisis management planning (Achievement of Excellence)

- Energy use and greenhouse gas emissions management (Award)

- External outreach (Award)

The awards are based upon the Towards Sustainable Mining assessment system that works as follows: For three elements – tailings management, energy use and GHG emissions management, and external outreach – facilities are assessed against a 5-level rating system.

For crisis management planning, both head offices and facilities assess their performance against criteria by answering yes/no (met requirements/did not meet requirements). Head offices or facilities receive awards only if they answer "yes" to all crisis management planning indicators.

To be eligible for a Towards Sustainable Mining Performance Award, a facility's 2010 TSM results must be externally verified.



Manon Beauchemin, Vice President - External Relations and Corporate Affairs, IOC and Serge Dupont, Deputy Minister, Natural Resources Canada

Julie Gelfand: eternal optimist

New VP of environment and corporate social responsibility accentuates the positive



“Just as safety is part of our DNA, I want sustainability to also become second nature at IOC.”

Following senior leadership roles at the Mining Association of Canada and Nature Canada, Julie Gelfand arrived at IOC in October with a wealth of experience and a passion for the challenges ahead. The title is a new one at IOC, signaling our strong commitment to the environment and corporate social responsibility.

Indeed Julie’s chief goal, she says, is to make IOC an industry leader “we have older assets, but there is still a way to mine for iron ore, minimize environmental impacts and maximize benefits to society”.

To accomplish that, Julie’s set three short-term goals. First and most obvious, ensure that IOC complies with all laws and regulations. Second, she’s set her sights on enhancing and integrating the environment team’s operations to better contribute to overall business operations. And finally, focus our energy where we want to be industry leaders; she points to our spectacular tailings site reclamation as an example

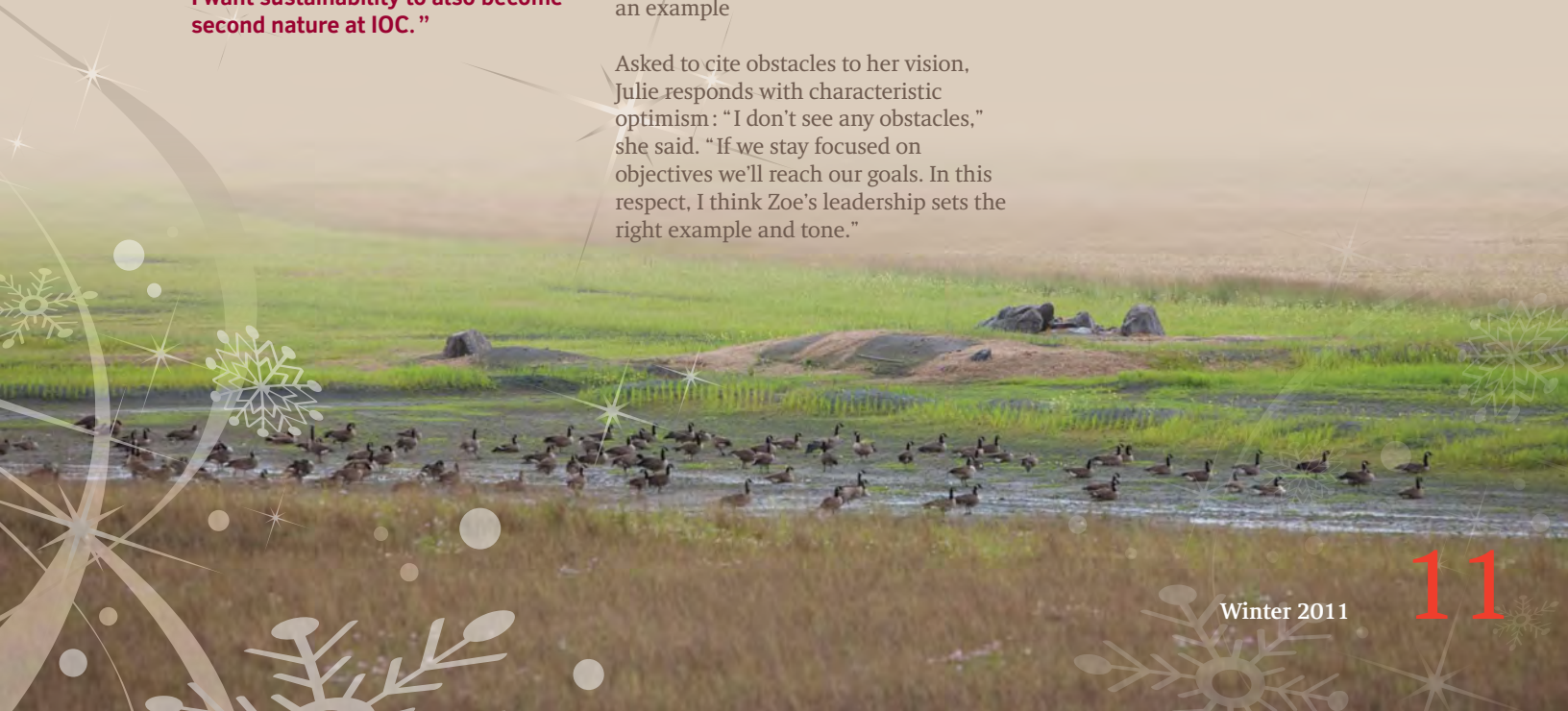
Asked to cite obstacles to her vision, Julie responds with characteristic optimism: “I don’t see any obstacles,” she said. “If we stay focused on objectives we’ll reach our goals. In this respect, I think Zoe’s leadership sets the right example and tone.”

A people person

Raised in Montreal, Julie moved with her family to Ottawa in her mid-teens, where she still calls home. Her first “real job” was with Parks Canada, bringing the national park experience to people prevented by disabilities and other reasons from visiting.

Julie is proud of her advocacy work at Nature Canada, where she spearheaded efforts to shape public policy, write laws protecting endangered species, identify all the Important Bird Areas in Canada and create several new national parks. Nature Canada is a partner in Birdlife International which has had a partnership with Rio Tinto for the past ten years.

However, Julie says her proudest accomplishment is developing and mentoring people throughout her career. She remains passionate about wild nature – it’s still a favourite way to spend a day with her family. But, as her career indicates, she’s equally devoted to human nature.



Going with the flow

Luce pit dewatering team celebrates success

As any mine goes deeper, water will flow into the pit from the surrounding water table. This water presents many challenges to the project from drill and blast, production, and to the environment. The dewatering team at IOC are no strangers to these challenges.

Luce Pit is currently below the ground water table and going deeper which results in more water entering the pit. Ground water isn't the only source of water to Luce; it is also connected to surface water bodies such as Luce Lake and Magy Creek.

"With so much water, one would think wells could be drilled anywhere and be productive," says Michael Muggridge, Chief Geologist at IOC. "However, we have learned the hard way that it's not that simple."

The water flow into Luce is structurally dependant. Water flows through joint sets, shear zones, geology contacts, bedding planes and weathered zones. These features are complicated within the property and this makes it difficult to choose the best location to intersect water zones.

Despite this challenge, seven dewatering wells are now operating in and around Luce Pit.

But, the challenges do not stop there. The wells also have to be powered from the pit lines. This task turned out to be a complicated issue, mainly due to the power supply being unreliable and the electrical design being too sensitive for the power. As a result the pumps tripped an excessive number of times which ultimately caused pump failure and water levels to rise in Luce Pit. With higher water levels,

it is more likely the water that is being pumped will have higher ammonia and sediment concentrations. Both of these can be harmful to the environment and is why all mine effluent has to be compliant with the regulations as enforced by Environment Canada.

Overcoming the challenges

"Despite all the challenges, we have been able to celebrate some successes with Luce dewatering," says Michael. "This year, the project team decided to try something different. Rather than keeping the wells outside the pit, it was decided to put wells inside the pit. Most of the water was pooling there and creating problems, so there wasn't any harm in trying."





In March two in-pit wells, one in the north and the other in the south of Luce Main, were commissioned. It was an immediate success. Puddles and ditches close to the wells were drying up, and the volume in the sumps was decreasing to the point of pumps surging. However, they still did not have as big of an impact on Luce Main as expected. The water table was still above bench grade and creating problems for production. The decision was then made to construct two additional in-pit wells. These have recently been commissioned and the water levels in Luce Main are now below the high pit floor and are starting to get below bench level.

Another highlight for this year is a hydrogeological model of Luce was brought on-site. This model uses water table measurements that are obtained from our piezometer network and pumping data from the wells and sumps and simulates the effect the dewatering program has on Luce. It can also be used to help determine high inflow areas and potential locations for wells.

In addition to these successes, there have been successes with the electrical portions of dewatering. The pump starters electrical systems have been retro-fitted and the pumps are now running more reliably. There is now a dedicated substation to power the wells. The amount of water being pumped from Luce Pit, including sumps, each week is approximately 87.1 Million gallons (329 Million litres). This is equivalent to approximately 132 Olympic sized swimming pools. This is an approximate increase of 17 Million gallons per week from this time last year.

A successful dewatering program requires many different methods working together. This is the same for a successful dewatering team.

“It has been a large team effort involving many people from different areas of the company, such as Mine Operations, Technical Services, Engineering, Electrical Group and many outside consultants and contractors, to get to where the dewatering effort is today,” says Sarah Butt, Hydrogeological Engineer in Training. “It can only get better from here.”

Going forward

There are two more wells to be commissioned by the end of the year, one in-pit and one ex-pit. All pumps used in the pit, both in wells and sumps, will be remotely monitored by the end of the year.

The project team have changed their strategy to become more proactive for dewatering. There will be more structural assessment through diamond drilling to obtain a better understanding of the water bearing structures before constructing pilot holes and production wells.

Continuing to dewater Luce won't be easy; it will still have its challenges.

“It's an on-going process,” says Sarah. “But, as demonstrated, the dewatering team is up for these challenges. With the plans for expansion, dewatering will remain priority and the dewatering team is in better shape for the future by applying what they've learned in Luce to other pits.”



SPECIAL ANNOUNCEMENTS

IOC's Intranet

A mine of information every day!

Since November 21, a new communication tool is available to all employees who have an email address. Phase I of the Mine to Port.net has been put online and information is now at your fingertips.

"The need for an Intranet has been identified for a while. It became essential to have a tool that would consolidate information that is exchanged in different ways in the company. The communications team has worked closely with the IT team to start the first phase where the content would be accessible to all employees," says Julie Cusson, Director - Communications and External Relations, Quebec.

What is an Intranet?

An intranet is a private computer network that uses Internet protocols, network connectivity to securely share information in an organization with its employees.

Why an Intranet?

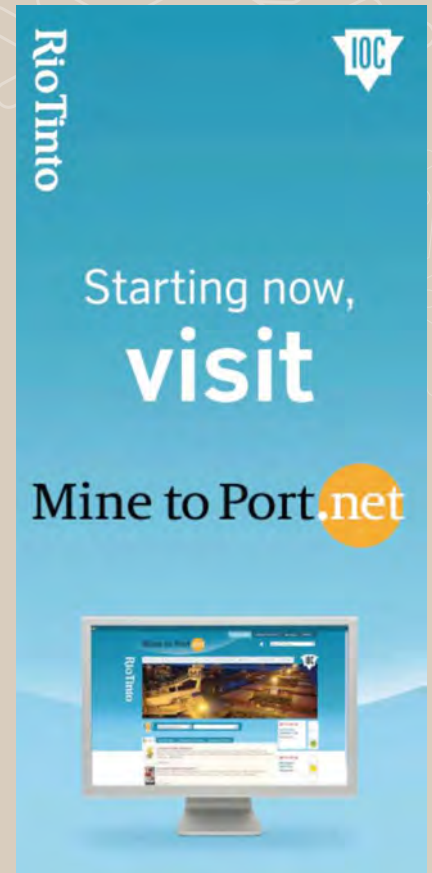
Every time you open Internet Explorer, the home page of the Intranet is the default screen showing all the latest news. This gives you access to the latest job postings, weekly HSE barometers, the Rio Tinto news and others. Thanks

to this single source of information, we also reduce the daily flood of emails.

"When we planned the development of this tool, it was critical that our employees who don't have access to a computer in their daily work could connect to the intranet externally. Most of them have computers at home and once the new server will be installed they will be able to securely connect to Mine to Port.net in late December. Instructions will be sent at each employee's home" said Julie.

The next steps

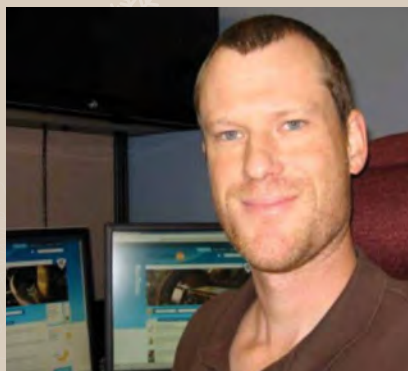
Assia Longlade, Communications Advisor and webmaster of the new Intranet site, worked closely with Todd Stubbert, (Analyst, IS & T) to develop the site. "During the month of December, I will train content managers so they can add and update information from their respective departments. It is very important that each department takes the ownership of its section, because an effective intranet is one that is constantly updated and becomes a reference tool in the business. We have also selected the SharePoint platform because it is easy to use - no need to be an IT specialist," said Todd.



Phase II of the Intranet, which will start in the first quarter of 2012, will develop some more advanced features. "We rely on feedback from users to improve navigation and content," said Assia, "please send us your suggestions and comments by email at intranet@ironore.ca."



Julie Cusson - Director - Communications and External Relations, Quebec



Todd Stubbert, Analyst IS & T



Assia Longlade, Communications Advisor and webmaster

Did you know?

Sept-Îles becomes first N.A. port with total Green Marine support

Terminals owned by IOC, Cliffs Natural Resources-Eastern Canada, Pointe-Noire division, and Esso have joined the Green Marine environmental program. Aluminerie Alouette is also becoming a member in the "partner" category.

The announcement means the Sept-Îles Port Authority is now the first port in North America with all its partners, including terminals and users, participating in the Green Marine environmental program. Green Marine is a voluntary environmental program for the Canadian and American marine industry with more than 140 members, including more than 60 participants (ship owners, ports, terminals, and shipyards).



Zoë Yujnovich, our President, will be featured on the cover of the winter edition of *Premières en Affaires*, a French business magazine whose mission is to promote women in business, offer a serious and effective tool for networking, and provide a reliable source of information on current topics. On November 28th, a cocktail reception was hosted by the *Premières en Affaires* magazine where Zoë gave an exclusive public interview.

Santa's Helpers

Usually this time of year people tend to be a little more giving, but IOC employees are keeping the spirit of giving all year long. Here are just a couple of great examples!

Overtime lunches coming to site included yogurt and fruit and a lot of it was going into the garbage. Harry Hollett from the concentrator went to occupational hygiene and asked if it would be possible to collect this

food and donate it to the schools to go to children who did not have recess. Occupational hygiene thought it was a great idea and provided him with coolers to keep the food preserved until the next day when he would deliver to the school. Harry delivers healthy snacks to the local school (AP Low). The fruit is cut up at the school and shared between the classes. The yogurt goes to children that do not have or forget their recess.

Another example in the name of giving involves the employees at the concentrator collecting recyclables. They have an account at the green depot, and annually at Christmas time, donate this money to the ministerial association and IOC matches the amount.

Congrats to the employees involved in these two great initiatives. In the spirit of giving you have outdone yourselves!



If you know of more stories like these, we would love to hear them. Email jeanette.o'keefe@ironore.ca or call 709-944-8400 ext 8507.



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In memoriam

We extend our deepest sympathy to the families of

Alfred Kennedy, May 16, 2011
 Tony D'Ardes, August 18, 2011
 Leo Taylor, August 18, 2011
 Patrick Hepditch, August 19, 2011
 Hubert Whitten, August 19, 2011
 Jacques Dupéré, August 25, 2011
 Wayne Price, August 28, 2011
 Claude Lebel, September 4, 2011

Morris Reid, September 7, 2011
 Berrick Williams, September 8, 2011
 Georges Ducas, September 18, 2011
 Clifford Sweezy, September 28, 2011
 Honoré Landry, October 28, 2011
 Yvan Perry, November 2, 2011
 Yvon Toutant, November 9, 2011
 Rupert Kelly, November 16, 2011

Mine to Port **The team:**

Julie Cusson, Communications and External Relations, Quebec
Jeanette O'Keefe, Internal Communications
Pascale Gauthier, Environment
Barry Hillier, Engineering
Sean Hiscock, Health and Safety
Hugues Lapierre, Terminal
Judith Leclerc, Business Improvement
Nicolas Mercier, IPT
Krista Norman, External Relations

Glenn Penney, Pellet Plant
Randy Philpott, Central Services
Carl Poirier, Engineering
Natalie Rouleau, Internal Communications
Meghan Saville, External Relations
Chantil Strangemore, IS&T
Richard Whittington, Mining Operations
Judith Leclerc, Business Improvement



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