

RioTinto



SPRING 2019
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Mine to Port

The IOC employee magazine



Celebrating the people of IOC!



Clayton Walker
President, IOC

By now you should have heard from your leader about our 2019 strategy and the direction we are heading as a business. There are many great examples in this edition of Mine to Port of the work employees are doing that supports our

plan and highlights how we are using innovation and collaboration to make our work safer, more sustainable and efficient.

I want to take this opportunity to acknowledge the incident at the Railway involving four of our employees from Sept Iles – one who experienced an injury that will change his life forever. We continue to support the employees directly impacted and have shared the lessons learned throughout the business. While the incident happened on the railway, there are learnings



WE CONTINUE TO SUPPORT THE EMPLOYEES DIRECTLY IMPACTED AND HAVE SHARED THE LESSONS LEARNED THROUGHOUT THE BUSINESS

Clayton Walker

that can be applied to all areas of the business. I hope you have had open conversations with your leaders and continue to focus on identifying potential hazards and putting the necessary controls in place.

As we head into peak summer vacation period, please focus on working safely as you support the business, and ensure you are mindful of the students we have working in Labrador City and Sept-Iles.

I would also like to ask that you take the time to focus on your own personal well-being. If you are struggling in any way, whether personal or work related, please reach out to your leader, our Employee and Family Assistance Program (EFAP), a trusted co-worker, or friend.

Over the past number of months we have welcomed new members to our executive team and I thought it would be a good time to profile each of our Executive Committee members (see pages 4-5).

Be Safe,

IOC in 2019 at a glance*

SAFETY

ALL INJURY FREQUENCY RATE 0.71
OUR 2019 TARGET 0.50

- 142 First Aid Cases
 - 5 Lost time incidents
 - 5 Medical treatment cases
 - 1 Potential Fatal Incidents
- All of the accidents were associated with routine tasks.

PEOPLE

- 91 students hired in Labrador City and 15 in Sept-Iles (May 6 to August 27)
- Family Day – August 17 confirmed date for Labrador City and September 13 for Sept-Iles.
- Recognition Dinner - Nov. 15 confirmed date for Lab. City and Nov. 16 for Sept-Iles
- HR Recruiter now on site in Labrador City and Sept-Iles.
- UTU 1843 reached a successful resolution of new Collective Agreement which was ratified on April 2, 2019.

PARTNERSHIP

KEY ACHIEVEMENTS

- 2019 Ducks Unlimited partnership announced in Labrador West.
- Partnership with the recycling sorting centre, Ressource Le Phare, in Sept Iles.
- Quarterly Community Advisory Panel, Regional Taskforce and Joint Planning (municipal Government) meetings held.

CASH

PRODUCTION

- YTD CFS unit cost result :
Vs 2018 Actual: 21% (favorable)
Vs 2019 Plan: 14% (unfavorable)
- PODS, ODS and Concentrator set new March record production

GROWTH



- Autonomous Drill System (ADS) Pilot launched on two drills.
- Remote Operations – Process Controllers successfully relocated from Concentrator to Operations Centre. Pellet Plant scheduled to transition in September 2019.
- Engineering complete on Reflux Classifier and commissioning scheduled for summer 2019.
- Supporting College of the North Atlantic research project proposal related to hyperspectral imaging.

*As of May 31st, 2019

Executive Committee Profiles



How would you define your style of leadership?

- Maxime Savignac -
Vice-President – Human Resources, Communications & External Relations
“Inclusive. I like it when my team members feel that they are listened to and can contribute in various ways.”

- Maurice McClure -
Vice-President – Business Development and Strategy
“Effective leaders adapt their leadership style based on situations and people. My natural style is mainly a negotiating style but with a tendency to consult.”

- Donald Tremblay -
Chief Financial Officer
“Very transparent, engaged and passionate. I think it’s essential that people understand our objectives and what we’re trying to achieve. I also try to practise what I preach

by being positive and forward looking. I trust my team. I like to have honest discussions with people. I’ve also learned that being humble can work wonders to get the best out of a group.”



- Chantal Lavoie -
Chief Operating Officer
“I listen to people and am committed, through regular follow-up.”




What aspect of IOC had a positive impact on you when you began in your position?

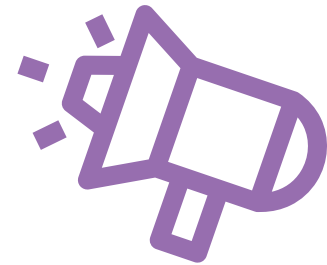
- Maxime Savignac -
Vice-President – Human Resources, Communications & External Relations
“Cooperation and solidarity between our employees. I had the feeling that it was a big family.”

- Maurice McClure -
Vice-President – Business Development and Strategy
“People’s dedication and teamwork.”

- Chantal Lavoie -
Chief Operating Officer
“Several generations of employees proud to work for IOC.”



- Donald Tremblay -
Chief Financial Officer
“IOC employees’ feeling of belonging is incredible. Everyone wants the organisation to succeed. There’s a strong feeling of belonging.”



With regard to your role, what is your priority for 2019 and how do you plan to meet your objective?

- Maxime Savignac -
Vice-President – Human Resources, Communications & External Relations
“Keep on increasing all of our employees’ engagement, by listening to them and deploying concrete efforts to improve the work context and, especially, well-being.”

- Maurice McClure -
Vice-President – Business Development and Strategy
“My priorities in 2019 are to secure the electricity needed for Labrador City’s operations in the long term, maximise railway revenue with third parties and prepare my succession.”

- Donald Tremblay -
Chief Financial Officer
“To improve the way our finance team interacts with the rest of the organisation. We have to be partners in meeting our objectives, help people better understand financial aspects so they can make the best decisions and do a better job of communicating our performance.”

- Chantal Lavoie -
Chief Operating Officer
“Meet our HSE objectives via our employee’s engagement as we bring IOC to new production levels.”

Tell us about a recent moment of happiness.

- Donald Tremblay -
Chief Financial Officer
“A rather personal question... But I have to say that we were very happy to return to Eastern Canada after four years in the West. Being close to family again, enjoying the cottage in the Laurentians and having a somewhat more normal life were really welcome.”




- Maxime Savignac -
Vice-President – Human Resources, Communications & External Relations
“The birth of my niece. I have three children who are starting to grow up, and the best moment of my life was when they were born. Knowing that my brother is experiencing the same thing brings me a great deal of happiness.”

- Chantal Lavoie -
Chief Operating Officer
“When I decided to join IOC, my wife Anne and I had the opportunity to return to the city (Belœil) where we met 43 years ago.”

- Maurice McClure -
Vice-President – Business Development and Strategy
“A great source of happiness for me was the return of our son and, recently, our daughter to Sept-Îles after their university studies.”

What do you like to do on the weekend or on a day off?

- Maxime Savignac -
Vice-President – Human Resources, Communications & External Relations
“Sports, gardening, especially chopping wood. And when my schedule allows, I love sailing.”

- Donald Tremblay -
Chief Financial Officer
“Preparing a nice supper with the family at the cottage with a fire and a good glass of wine after a great day of skiing. It doesn’t get much better...”

- Chantal Lavoie -
Chief Operating Officer
“Cook and go hiking.”



- Maurice McClure -
Vice-President – Business Development and Strategy
“Have supper with friends or travel.”



Hazard Identification Training



Contributors: Jamie Stagg and Natasha Mansfield



In an effort to reduce the number of work-related injuries and to provide a more hands-on approach to safety training, Hazard Identification training was launched for front-line leaders in 2017 in Labrador City. The training has now been extended to all operational employees and feedback so far has been quite positive.

We review the definition of a hazard, a risk and a control. We also review examples of the hierarchy of controls. Once we identify a hazard we need to do something about it so it doesn't cause us harm. We also review the importance of working with the hierarchy of controls from the top down.

The training also involves a review of IOC's current safety tools - the Take Five Program, Critical Risk Management, and Job Hazard Analysis exercises.

The last exercise is the Hazard Park. There are three rooms consisting of 21 items which the attendees assess for hazards. Participants go in groups, they use a binder which helps guide their discussions to determine what the potential hazard type is, what is wrong with the items, and what controls need to be put in place. The park consists of things such as defective fall arrest equipment, confined space scenario, electrical hazards, defective step ladder, heavy equipment interaction/blind spots, defective rigging equipment, flammable cabinets and contents, chemicals and Safety Data Sheet (SDS), respirators, spill response/absorbent and much more.

What's really great about this training approach is that it has a little bit of everything for the various learning styles in the room. There is some classroom time for discussion, videos, group work, and hands-on review and discussion of hazards. The training also promotes collaboration, which allows us to hear different perspectives and leads to meaningful discussions and new ideas that can help make us safer in our day-to-day work.

The training is four hours in length and takes place in two parts: the first is an online module that takes 30 - 45 minutes to complete; the second part takes place in a Hazard Park that has been developed at the Colby Building where examples of HSE hazards are on display. Participants walk through a number of stations and try to identify as many hazards as they can. The training wraps-up with a classroom session, facilitated by a member of the safety and/or training team, where all the hazards are reviewed and discussed as a group.

The course begins with a safety share to discuss IOC's current safety statistics and the demonstrated need for improvement.



Labrador City Safety Team: L-R Brian Rolls, Jamie Stagg, Lisa Wells, Morgan Blunden, Kim Taylor, Dale Schulenberg, Michaela Rose, Monique Gervais. Missing from photo: Natasha Mansfield.

Paired Trawling – Fish Pilot Studies



Contributor: Tina Cassell



In 2018, the IOC Environment Department established a pilot program to reduce fish mortality rates while conducting federally regulated scientific studies on the lake systems. Historically the studies have required the capture and sampling of fish using gill netting as the preferred method. The Environment Department took the initiative to explore an alternative to current fish collection methods in the hopes to reduce the mortality rates and increase sustainability for aquatic species and habitats.

Field trials commenced for 12 days in September 2018 with emphasis placed on Paired Trawling using both IOC's vessels (19.5' Silver Dolphins) and a four-person field team. The vessels were modified to accommodate deployment and retrieval of the trawling equipment and the initial focus was to develop the correct techniques for towing mid-column water.

We knew additional expertise would be required in hopes of making this a successful trial. Our consultants were networking with other professionals in the industry to help understand and modify the fishing gear to work with our vessels.

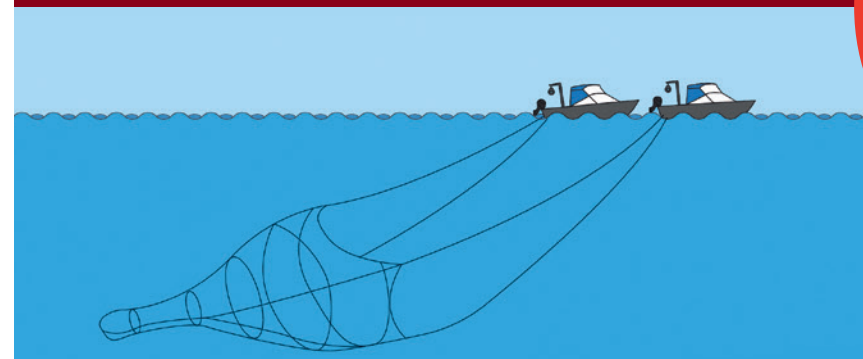
Two commercial fishermen were hired to share their knowledge and expertise on adaptability of gear primarily used in marine fisheries for use in freshwater lakes. The fishermen were very excited to get off the salt water and experience our lakes here in Labrador West, as they are also involved in Research & Development projects.

The study concluded that paired trawling was a success, and moving forward, IOC will continue to use these methods to have more of a positive impact on the ecosystem. The experience gained in 2018 in relation to adaptation of the fishing gear, approaches for deployment, operation and retrieval of trawl will benefit all future studies, including federally regulated field studies for summer 2019.

Working with such a diverse team on something that's never been done here before was very exciting for everyone involved and a great example of collaboration to achieve success. **Lots of high 5's were passed around upon completion!**



THE STUDY CONCLUDED THAT PAIRED TRAWLING WAS A SUCCESS [...] IOC WILL CONTINUE TO USE THESE METHODS TO HAVE MORE OF A POSITIVE IMPACT ON THE ECOSYSTEM.



Balance for Better

Written by Jeanette O’Keefe and Marie-Josée Carrier

In support of the work of the Inclusion and Diversity committee, IOC chose to celebrate International Women’s Day with a bang this year.

Partnering with the Labrador West Status of Women, the Labrador West Mental Health Coalition, and the Menihek High School ESTEEM Project, IOC held Balance for Better – Showcasing IOC’s Women in Mining on March 13, 2019, in Labrador City.



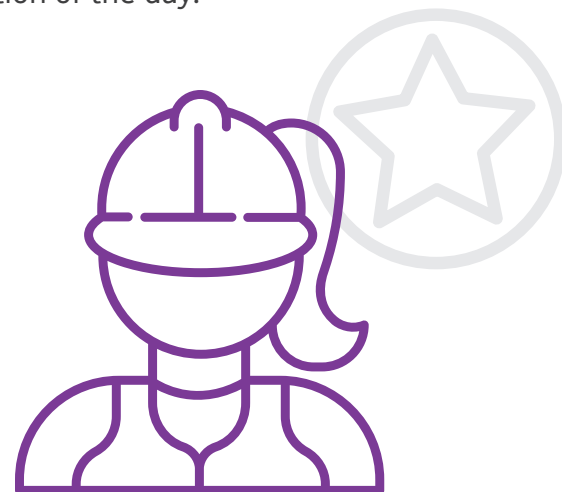
THE EVENT PROVIDED AN OPPORTUNITY TO SHOWCASE SOME OF IOC’S OUTSTANDING WOMEN

and an opportunity for approximately 40 grade 10 students to learn more about career opportunities for women in mining.

Additionally, IOC senior leaders were invited to attend a portion of the day, where they had an opportunity to network with IOC female mentors. The purpose of connecting with senior management was to provide a safe space to start a conversation around

diversity in the workplace and barriers that may exist for women. Leaders are bringing this information back into their work areas and seeking opportunities to continue the conversation.

Lastly, the event included activities to bring awareness to the importance of mental health and well-being as well as inclusion and diversity. Our partnership with the Labrador West Status of Women and the Mental Health Coalition was a great fit for this portion of the day.



Another event, called Les Essentielles, was held on April 23, 2019, in Sept-Îles to recognize the contribution of women in the mining industry and especially at IOC. More than half of IOC’s employees, both union and staff, attended a cocktail featuring inspiring presentations at the Shaputuan Museum.

The event was a real success and an opportunity for discussion. IOC gave everyone a room fragrance made of essential oils by local company Les Essences & Elles. It was a nice link to the theme of the evening!



IOC’S EMPLOYEES WHO ATTENDED THE COCKTAIL AT THE SHAPUTUAN MUSEUM.

The next day, a few IOC employees shared their passion for their traditional or non-traditional roles to some fifty young students from Manikoutai. They also showed our new corporate video explaining IOC from mine to port, offered a tea tasting from DAVIDsTEA and handed out participation prizes to the great delight of the young teenagers. Students asked relevant questions, and we hope that the workshop will inspire and guide them in their future career choices.

Both events were held in partnership with the Communications and External Relations team and the members of the Inclusion and Diversity committee.



~~Un~~identified flying objects at IOC

Contributor : Ramsey Way

Industries, businesses and individuals around the world are tapping increasingly into the potential of drones and self-driving vehicles. Toy and camera drones are sources of fascination and fun for youth and adults alike.

The mining industry is no exception and has started using these flying machines on a regular basis to assist with work related tasks. What about IOC?

Drones made their first appearance at IOC three years ago at the mine for stockpile surveying. Today, these small devices are making a big impact across the business - from mine to port.

Enhanced safety



Pit walls have to be inspected regularly to avoid rock-slides, rockfalls and any other type of incident. Drones not only fly close to the walls and deliver pictures from a variety of vantage points but also access formerly inaccessible slopes. This is extremely practical for the geotechnical team and mine employees, who are no longer exposed to the inherent risks.

You may remember the Conveyor Belt 4 fire at the Pellet Plant, or the rockfall at the Sherwood Mine, when a drill rig was struck by a rock.

INFORMATION GATHERED BY DRONES CONTRIBUTED TO THE RETURN TO NORMAL OPERATIONS AT BOTH LOCATIONS, BY SHOWING THAT THERE WERE NO FURTHER

HAZARDS AND CONFIRMING THAT IT WAS SAFE TO RETURN BACK TO THE AREAS.

The Environment Team also completed a successful research & development project using a UAV capable of landing and maneuvering on water to collect water samples. No more need for a boat or people next to waterbodies, therefore eliminating the Critical Risk – Drowning.

Asset surveillance



Recently, IOC has also begun testing the use of drones to monitor its facilities. The surveillance system currently under development will allow us to analyse the site and react much more quickly in the event of a problem.

Daily, drones fly over our mine and transfer data via RTVis, Rio Tinto's visualization technology. This information enables the Operations Control Centre to assign drill rigs to strategic locations and improve blast planning. Drone flights are able to be completed in a fraction of the time than traditional survey methods, gathering significantly more information.

Thanks to this surveillance, we can identify potential risks before assigning tasks and equipment to employees.

At the ore stockpile yard



Visual assessment of ore stockpiles at the Sept-Îles port facilities is part of the inventory control process.

Patrice Tremblay, manager, Business

Development, explains the positive impact of technology on this task: "We used to have to use a plane equipped with multimedia mapping devices, based in Quebec City. It had to fly to Sept-Îles and then fly over our facilities to take the necessary pictures."

Using drones for this task has a number of advantages:

- partnering with a local supplier (Groupe Cadoret)
- better operational planning thanks to more frequent photographs (now once a month)
- gathering of higher-quality information (precision and reliability), as drones can fly lower than an airplane
- reduced risk of damage in the event of a crash (compared with an airplane, which is much larger than a drone)
- better communication and coordination with the Terminal team, thanks to the sharing of a drone-use notice specifying the time and place of the surveillance flight and the name and contact information of the operation coordinator
- 60% cost savings (despite the increased frequency!)



Picture of the mine taken by a UAV monitoring our installations.

Along the railway

- ⌘ Springtime rhymes with increased surveillance for the QNS&L Railway Maintenance of Way team. Melting snow and accumulations of water increase the risk of ground subsidence and rockslides along the tracks.

IOC uses a combination of methods to ensure adequate monitoring of operational conditions along the railway. Drones are thus part of



Since May 10, model UX 11 has been flying over the stockpiles at our Sept-Îles port facilities.

the arsenal of measurement systems and visual inspections deployed as part of the risk management system.

According to Dominique Sirois, senior railway engineer, Maintenance of Way, drones can fly over hard-to-reach places and thus give a completely different view that makes it easier to identify risks normally undetectable from the railway track.

Beyond savings and efficiency, IOC is committed first and foremost to making sure that drone operation is safe. The company sits on a provincial subcommittee responsible for revising *the Regulation respecting occupational health and safety in mines*. Patrice Tremblay is IOC's representative on this committee led by the CNESST, which also includes an Agnico-Eagle representative, someone from the Association minière du Québec, three people from the United Steelworkers (Abitibi and Fermont) and an expert consultant in machine safety. Together, they assess the current context in the other Canadian provinces and around the world (notably in Australia), to make sure they cover all of the changes in the field of remote operation and implement rules that protect everyone.

Technology constantly drives us to innovate and review our ways of doing things. It also has an impact on our industry's trades: some disappear while new ones emerge. In any event, this contributes to enhanced safety, greater efficiency and cost reductions — all good reasons for using drones, which will certainly be increasingly widespread as time goes on.

Productivity gains in payload management



Last April, in an effort to help increase IOC's productivity with respect to payload management on haul trucks, James Barrett-Lennard

and Nick Griffith from Rio Tinto's Surface Mining Centre of Excellence (Growth and Innovation) visited our site in Labrador City to assist with conducting a Self-Assessment with the aim to provide clear pathways for our site to improve.

Workshops were held with key stakeholders at IOC including Jean-Philippe Morais, Reliability Advisor, as well as Jeremy Thornhill, Superintendent Mine Operations, along with other key stakeholders from the Asset Management and Mining Operations teams.

IOC is the first site within Rio Tinto to run a Maturity Model to self-assess and identify the appropriate pathway forward to achieve improvements by aligning with global best practices.

The IOC team, working in collaboration with G&I, developed a list of quick wins and longer term actionable initiatives which aim to increase payload to 320Mt for the 930E

fleet by end of 2020. Examples of quick wins identified by the team include extra load tires, lightweight rock box V2.0, and reduction of empty vehicle weight.

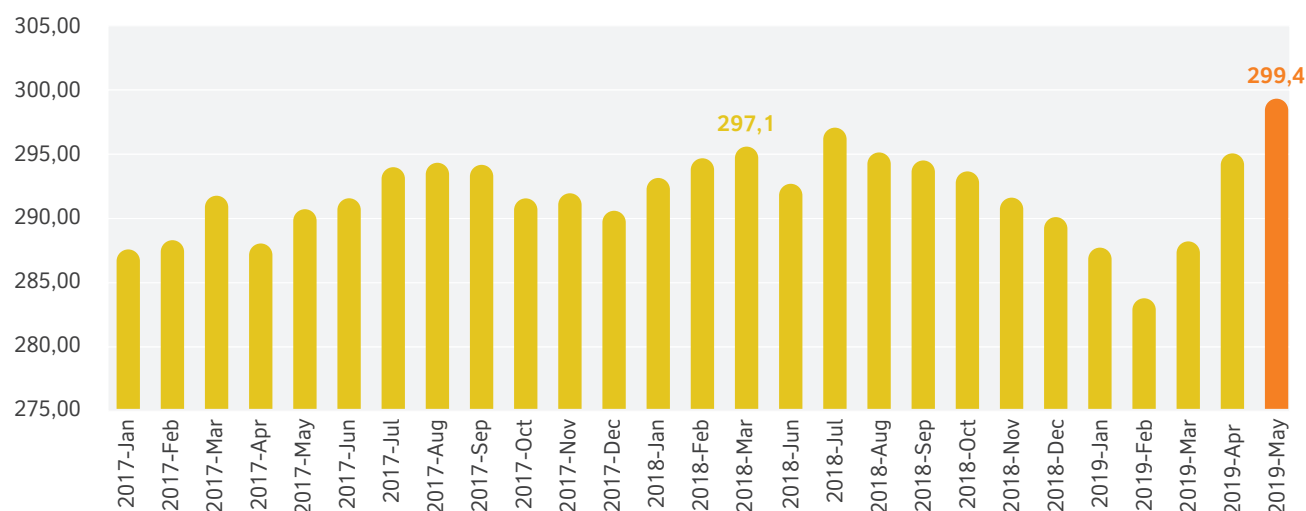
The benefits of optimized payload include safer operations, achievable production targets and fully utilizing an important asset.

As of mid-May, the average payload on 930E's has improved by more than 10T to an average of 299.4Mt over the last two months.

"This is very close to our best achieved and it shows how quickly we have built momentum but we need to keep talking and focusing on it," said Jean-Philippe.

The team is continuing to work together to determine how we can put an extra 10T in the dump body to get to our current target of 310Mt.

"There is a lot more we can do to unlock the full capacity of our assets but if we fill the trucks to a maximum safe load each and every time, we will sustain our performance," said Jeremy.



A winning partnership



By Philippe Thériault

Following an initial visit to the sorting centre run by Ressource de réinsertion Le Phare, a non-profit social reintegration organisation in Port-Cartier, IOC laid the groundwork for what would become an innovative, exemplary partnership with the organisation.

To fulfil its mission of creating high-quality jobs for people with limitations, Le Phare has to overcome a number of obstacles, including a lack of financial resources, outdated equipment and a volatile raw materials market.

IOC is sensitive to the cause and values of the recycling-sector centre, and initially got involved by providing \$10,000 in financial assistance for the purchase of a dust collector to reduce air emissions from the centre's biomass boiler, which uses wood recovered by the centre to heat both of its buildings.

In addition to this contribution, IOC employees will soon be visiting the organisation's facilities to provide health and safety advice and training. The people at Le Phare feel privileged to be supported by the mining company. Executive director Éric Aubin expressed his appreciation during interviews with various media. "It's not every day that a big company

comes knocking on our door to offer us assistance. The people at IOC decided to support our project to buy a dust collector, in addition to showing their commitment to our organisation by sharing their knowledge. We're privileged to be able to access this kind of expertise. Their engagement goes beyond money: they really want to make a difference for our people."

Awareness campaign



The idea of an awareness campaign was initially launched by IOC's health, safety and environment joint committees.

The campaign was prepared internally, with a view to boosting the quality of recycled materials shipped by the Port and Railway facilities. The campaign goal is to heighten IOC employees' awareness of the **importance of recycling and properly sorting materials**, in order to improve the company's waste management performance. A poster was prepared and installed close to the recycling bins throughout the facilities, featuring a photo of Le Phare employees, who enthusiastically agreed to be part of this initiative. The goal is to remind employees and contractors who work at IOC sites about the people who manually sort the items deposited in the bins. That adds a human and social dimension to the environmental and economic aspects of recycling.

These initiatives are just the start of a partnership that IOC hopes to maintain in the long term, by continuing to assist an organisation aligned with the company's fundamental values and sustainable development principles.



Handing out IOC's financial support to Le Phare's manager and employees.

Great honours



Judith at the National Assembly on May 10th to receive the Dollard-Morin Sports and Recreation Volunteer Award from Isabelle Charest, Minister for Education and Minister Responsible for the Status of Women.

Quebec government recognition for Judith Leclerc

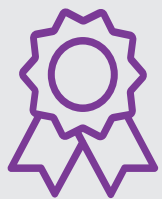
Congratulations to Judith Leclerc, senior advisor, Productivity improvement, who has been singled out for the 2019 Dollard-Morin Sports and Recreation Volunteer Award, Quebec's top honour in this area.

In addition to serving as chair of the board of the folk dance troupe *Tam ti delam*, Judith has been the troupe's tour manager for over 10 years. In this capacity, Judith is in charge of organising the dancers' trips, establishing the necessary contacts, identifying the group's needs and ensuring the troupe's safety.

Thanks to Judith's involvement, *Tam ti delam* is able to promote Quebec folklore around the world. Dance is a great way of reliving our history and preserving our culture — areas well aligned with IOC values.

Engagement Award for Geneau Gagnon

Written by Marie-Josée Carrier



On April 4, 2019, the Multiple Sclerosis Society of Canada, Quebec Division, honoured

Geneau Gagnon, operational analyst at IOC, by giving him the "Engagement" award. Doing so even when you're not personally touched by it shows extraordinary engagement.

Geneau Gagnon, operational analyst at IOC, by giving him the "Engagement" award. At the local and provincial levels, the award recognizes the exceptional contribution of an individual who does not have multiple sclerosis.

We would like to offer our most sincere congratulations for this well-deserved recognition. IOC is proud to be able to count on many engaged employees, such as Geneau, who devote themselves to the well-being of the communities where we operate.

Actively devoting yourself to a cause you deeply believe



Labrador Winter Games 23



Alf Parsons, IOC retiree, in action during the 6.5km race Snowshoe Biathlon



Every three years, the Labrador Winter Games, which are nicknamed the "Olympics of the North", and the "Friendship Games" are hosted by the community of Happy Valley-Goose Bay. Teams from each community in Labrador consisting of 17 athletes and

1 coordinator come together to compete in seven mandatory, six optional and two exhibition events. The events include familiar sports such as cross-country skiing and ball hockey, but also include games that are unique to Labrador. The Labrathon has been labelled one of the most traditional events of the whole Games, as it tests your ability to live on the land like generations of trappers before. The Northern Games is one of the most popular events and highlights some of the many games the Inuit of Labrador have been playing for centuries.

In total, some 500 athletes, 600 volunteers, and many more spectators make the Labrador Winter Games one of the biggest events in all of Labrador. The coming together of peoples from all the regions of Labrador, in the fellowship of sportsmanship and respect, competing for community pride, and celebrating the rich, diverse culture of Labrador while promoting the benefits of healthy active living make the Labrador Winter Games an event not to be missed since 1983.



Team Labrador City sponsored by IOC.

2019 Edition

IOC was a GOLD Sponsor of the 2019 event. Moreover, the Company also sponsored Team Labrador City and Team Wabush for the games. Both teams did very well in the competition with Team Labrador City winning 30 medals (17 gold, 8 silver & 5 bronze) and Team Wabush winning 3 medals (1 gold & 2 silver). Out of total of 20 teams entered in the competition, Team Labrador City finished second and Team Wabush finished fifth overall.

Special thanks to Central Services employees Cory Hynes and Silas Noel for fabricating Labrador-themed ice chisels that were used by Team Labrador City for the Labrathon competition in which they won silver in both the female and male events.

500 ATHLETES, 600 VOLUNTEERS, AND MANY MORE SPECTATORS MAKE THE LABRADOR WINTER GAMES ONE OF THE BIGGEST EVENTS IN ALL OF LABRADOR



Remote Drill Bit Changer **Update**



The IOC Pioneering Pitch Remote Drill Bit Changer team travelled to Sudbury, Ontario in March for factory acceptance testing of the Manipulator. The team is very pleased to report that testing went very well and our design was able to meet and in some cases exceeded expectations. The Drill bit changer can easily lift, handle and move around the tools required during a drill bit change-out, which will keep people working more safely and out of the line of fire.

Final commissioning, testing and training is now underway in Labrador City.



Remote drill bit changer.

The Mine to Port **Team**

Mine to Port is a collaboration across many areas of IOC and we thank everyone for their support and involvement. If you have a question for the Mine to Port team or would like to share a story for an upcoming edition you can reach out to any member of the Communications and External Relations team.

The C&ER Team

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Publications Mail:
Account # 1006379 • Agreement # 40005861
Mine to Port is produced by Boite à Clés three times per year



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hendrerit porttitor diam. Nam id
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