Iron Ore Company of Canada

COMMITTED TO QUALITY, FROM MINE-TO-PORT

Fall 2003

mine to port

IMPROVED MAINTENANCE PUSHING UP PRODUCTION IN MINE

INSIDE

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Message from the President

WE ALL NEED TO PULL TOGETHER FROM MINE-TO-PORT

Mine-to-Port will be published quarterly replacing ***Dialogue***, which has been the name of our newspaper for 29 years. The name, ***Mine-to-Port***, covers our operations from the mine near Labrador City to our terminal at Sept-Îles and includes everyone who contributes to IOC. We have given ***Mine-to-Port*** a more modern and dynamic look to better reflect the company's priorities and objectives. ***Mine-to-Port*** will bring you more news about employees' accomplishments, health and safety initiatives, environmental issues, community activities and other matters that are important to all of us. We will be doing profiles on the extraordinary people in our Company and show how they are adapting to the new realities and challenges that we face every day.

Mine-to-Port is part of our commitment to improve our communications with employees and communities, which also includes other initiatives such as the Monthly Mine-to-Port Bulletin, Community Forums (coming again this fall), our new annual Social and Environment Report, and quarterly General Managers update meetings.

Disappointing performance

2003 has been a challenging year for everyone at IOC. As of the end of September we had recorded 25 lost time accidents, 7 more than our target for the whole year. In spite of a full sales order book and 10% price increase, our bottom line performance is far short of our budget. While the strengthening Canadian dollar has not helped, we are over 1 million tonnes behind on production and RENEWAL cost savings are half of what we had planned. If this does not concern you it certainly should – it is not the hallmark of a winning organization.

We have invested a lot of money in the business over the last few years and have reached the limit of our borrowing capacity. Our future now depends on our ability to earn returns on these investments. IOC is applying resources to catch up on our maintenance backlog and make our equipment more dependable - this has already started to show results in the mine and at the port. We recently approved the purchase of a new drill to ensure the mine is fully equipped to meet future production targets. We have made several improvements in communications and we are adding more training resources to improve employee skills.

We are taking actions to make sure that we have the right people in the right jobs. We need people who pitch in and help whenever and wherever they can. We need people who take initiative to reduce costs and improve output every minute that they are on the job. Many of our people do these things everyday and care passionately for IOC, however the current situation requires that ***ALL*** pull in the same direction in order for IOC to succeed.

With regard to safety we want everyone to "Take 5" and eliminate or manage the risks before beginning work, and then to follow standard procedures.

Tough decisions

We have made some tough calls in 2003, like the removal of QYP, freezing staff salaries, reducing employees and cutting many non-essential costs. These actions are essential. We have already accomplished a great deal of which we can all be proud, but it is not enough.

As we move into 2004, we must raise our performance in safety, production, cost and quality – all simultaneously. We will need to renegotiate new collective agreements, and our customers and our shareholders will be watching closely and deciding whether they will continue to support us.

It is important to remember IOC's many strengths. We have plentiful reserves of clean ore; low cost electrical energy, processes that produce superior quality products and skilled and dedicated people. Our challenge is to put it all together to secure a long-term future for IOC and our employees. The market for our products is currently strong, and we must take advantage of it.

Mine-to-Port will be there to witness our determination and record our success. I sincerely hope you enjoy your first edition and let the ***Mine-to-Port*** editorial team know what we can do to improve it in the future.

Terry F. Bowles

IOC 2003 Performance Summary (To end September 2003)	
Safety	25 LTIs
Crushed Ore	11% below plan
Total Concentrate	12% below plan
Pellets	6% below plan
CFS	33% below plan
Unit costs	21% higher than plan

2003 performance has been well below plan in all areas. There have been far too many injuries in 2003 with the total number to the end of September (25) exceeding our plan for the full year (18). While there has been steady improvement in the mine in the last 4 months due to better equipment reliability and stabilization of the new ATO control system, we have been unable to make up the shortfall from January through April. This lack of feed in the early months led to reduced concentrate production, and equipment reliability continues to be a concern both in the concentrator and pellet plant. Lost concentrate production has resulted in a shortage of CFS and has meant that we have had to turn away sales. Unit costs are well above plan due to low production and shortfall in cost savings.

We want to know what you think about the Mine-to-Port magazine. We also want to hear from you on people, projects and initiatives that would make an interesting article for our next edition in January. Please contact any of the people on the Mine-to-Port team:

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BUILDING A HEALTHIER WORKPLACE

IOC's new Occupational Health and Hygiene department is not even a year old but already, the "Occ-health" team is starting to make a difference in ensuring a healthier and safer work environment.

"We want to go beyond treating the sprains and strains of daily work. We will strive towards building a healthy workplace by preventing risks before an injury or illness occurs and providing health promotion and wellness initiatives," says Lynda Wilson-Hare, superintendent Occupational Health and Hygiene, a division of the Environment, Safety and Health department.

Although first aid and medical treatment are primary functions of the new clinic, there is also an important focus on early detection and prevention of occupational illness and injury. These services include health promotion, preventative medicals, ergonomic application, disability accommodation, smoking cessation, air quality monitoring, medical monitoring, facilitating return to work and stress management.

For both Labrador City and Sept-Îles, IOC has hired an ergonomist, Sidra Rizvi, to assess and, if necessary, redesign work areas equipment and return to work facilitation to make sure that they are suited to employee needs.

Assessing capacity

Occupational Therapist Wendy Sinclair has begun performing functional capacity assessments (FCA), which measure an employee's abilities and limitations due to an injury or illness. These abilities are then compared to the physical demands of the job to make sure that they can work safely in that role and environment.

The team has begun implementing baseline assessments as part of Rio Tinto's health standards initiative. The program involves visiting each work site and assessing the jobs based on risk exposures related to ergonomics, air quality, vibration, health issues and manual handling. The purpose is to improve our medical examinations. In the past, medicals were the same for everyone, regardless of the type of work performed. Now, they will be more comprehensive and specific to the work people do.

In this regard, Hygienists Terry Lynn Crann and Bob Bruce have taken over 600 air samples in Labrador City and sampling began in Sept-Îles in September.

Another important element is the Workplace Wellness Initiative, Lynda said, which was launched on a trial basis in two areas – in the Ore Car Shop in Labrador City and in the Communications & Signals area in Sept-Îles. The purpose is to identify, with the participation of the employee and supervisor, major stresses and risks in the work area, and to provide improved communication and measures to eliminate or reduce workplace risks. The initiative will be assessed and if effective, will be implemented across the company.

Medical services have improved as well. In addition to providing first aid, Registered Nurses Jacques Otis in Sept-Îles and Marilyn Simmons in Labrador City advise on medical issues, stress management or injury and illness management, or health concerns such as weight control and blood pressure. IOC is in the process of recruiting a full time Occupational Health Physician, who will begin work very soon.

To contact the Occ. Health department, call 8353 in Labrador City and 7155 in Sept-Îles.

Sidra Rizvi, Phyllis Slade, Trudy Philpott, TerrieLynn Crann and Lynda Wilson-Hare are part of the new Occupational Health and Hygiene department .

Darrell Jennings, Load Out team leader, stands in a cloud of dust around BC5-6 transfer point where the new dustless hood technology will be tested.

Goodbye Boom Stacker Charlie

Since the day IOC put in Belt Conveyer One in the load-out area at the pellet plant, there has been talk about an elusive figure named Boom Stacker Charlie. No one has actually seen him, they say, because the dust around BC1 is so thick that it is hard to see anything clearly.

Well, Charlie and the dust are about to disappear for good, according to Greg Sinclair, General Manager of Environment, Safety and Health. Greg says that the purchase and introduction of new leading-edge dust-control technology under the five-year air quality management plan should put an end to Charlie, and the dust. That's good news for everyone.

"Employees have been frustrated for some time by the dust emissions in these areas," Greg said. He said IOC is investing a significant amount over the next five years to correct dust problems in the load-out area and pellet plant, based on recommendations from a Dust Committee created to come up with solutions.

Reduce dust levels

John Foley, Superintendent of Product Manufacturing, Load Out and Flux Yard, said work has begun to install pressurization fans and filters in the lunchroom and operators' cabins. "The installation of the pressurization fans will be up to OSH standards and will create a dust-free area for employees to operate equipment and enjoy their lunch breaks," he said. "Also in the works are the pressurizing of the electrical motor control centre rooms in the load-out area, which will keep dust out of this area."

Testing of this new technology will take place in early 2004 at the BC5-6 transfer point where there are high levels of dust emissions. John said detailed engineering for the "dustless transfer hood" will be complete by late October or early November 2003, with purchase and installation to be completed by the first quarter of 2004. This is a method of containing dust rather than collecting it, which is achieved with wet-scrubber or Ducon systems at other locations.

Greg said the containment method has been well researched by IOC's engineering department and is being used in other mining operations in the United States. He said it is expected to deliver air quality that meets OHS regulations. "The benefits of this technology are that it is practically maintenance free and significantly cheaper than buying a wet-scrubber system. There is hardly any energy requirement and if successful, we can rapidly move to install them at other dust-point sources throughout the conveyance system," said Greg. "We know what it can do but it hasn't been applied to the iron ore industry nor at the extreme cold temperatures we experience here."

Worth a try

Darrell Jennings, Team Leader in the Load Out area, said he is a bit skeptical of the system but he is willing to give it a chance.

"I will wait and see if the dustless hoods take it (dust) from one area and move it along and it is captured by a scrubber somewhere else, then we have stopped errant dust and that's our whole focus," said Darrell.

All three say they also have concerns about Boom Stacker Two (BS2). Unlike BS1, which was installed many years ago, BS2 is mobile, higher and has a 320-degree swing. Darrell said that under Standard Operating Procedures (SOP), action has been taken that helps cut down dust generated by BS2. But more work is needed.

"You have to understand the logistics of the challenge here. It (dust collection system) has to be well designed, completely mobile, self contained and withstand the rigors of our environment," he said.

John said they also have to consider the impact on pellet quality as they work to control the dust emissions in the area. Even spraying cold water on warm pellets can cause pellet breakdown and quality loss and potentially lower pellet prices from customers.

Greg said funds have also been earmarked in the 2004 budget for researching solutions to BS2 and for upgrading/repairing Ducon systems in the pellet plant.

As for Boom Stacker Charlie and the dust, neither will be missed.

CHANGES PAY OFF AT MINE MAINTENANCE

Things are beginning to look up after a difficult winter and spring at the mine, which saw production starving IOC's concentrator of feed.

One area of improvement that stands out is the mine maintenance program, thanks in large part to a series of changes implemented in the past several months. Derek Brown has been General Manager, Mine Maintenance, since January.

Derek says that there was no magic formula that turned the situation around and has made each truck more reliable and productive. "It was a matter of doing basic things right. We focused on factors causing down time, getting employees on the floor involved, getting their suggestions. No single bolt from the blue said do this one thing and everything will be well. I wouldn't say everything has turned around, but we've made improvements."

On maintenance and equipment availability, Derek pointed to several actions being taken, notably training for repair shop employees, including intensive sessions on Komatsu's truck engines in Phoenix, Arizona. Komatsu and General Electric personnel also visited Labrador City to provide training on their equipment at IOC.

Improved organization

Derek also focused on workshop organization and SAP system operation. "We looked at spare parts. Do we do a good enough job of supplying parts to workers on the floor? Safely and efficiently?" he said.

The haulage trucks had a number of problems when they were first introduced. These have been progressively addressed, requiring intensive maintenance work such as improving the Cummings engines maintenance this year. Derek said the challenge now is to maintain momentum and rapidly respond to any issues showing up this winter.

Derek Brown, general manager-maintenance, discusses maintenance issues with electronic technician Gary Twynne and electrician Ivan Dalton as they work on a haulage truck wheel motor.

Work has also been done on the mine's shovels and drills with downtime planned in October for maintenance and repairs on one of the main shovels. "By the end of that, our main shovels will be in good shape. I think, by year's end, drills will be in good shape. We're getting good truck production now. We can still squeeze another three or four percent out of availability numbers, and if we do, we'll be in reasonable shape."

Derek said the company wants to sustain the year's improvements. "We don't want to do this and, six months later, see the wheels fall off again. We have to build a future for the mine and its employees."

Better attitudes

Just as important as maintenance changes have been improvements in attitude. Derek says he believes there is better cooperation and dialogue among employees.

Derek first visited here in the summer and fall of 2002. He returned in January with his wife and two sons from Brisbane, Australia. Previously, he worked with Robe River as operations manager, as manager of an underground copper mine in Australia and in South Africa's Anglo-American gold and coal mines.

ADD SODA ASH, REDUCE BENTONITE AND... SAVE MILLIONS!!

When is 150 grams worth more than $1.8 million a year? When the grams are soda ash (Na_2Co_3) and it is mixed with a tonne of filter cake iron ore concentrate in IOC's pelletizing process in Labrador City.

Look up. Look way up. Brian Penney and Ivan Mullany check out the giant Soda Ash silo which can hold up to 150 tonnes of the material.

After a year of testing, a fully automated soda ash system, which involves adding soda ash to the concentrate and thereby reducing the need for the binding agent, bentonite, has been given the green light. The savings are expected to amount to $1.8 million a year.

The testing began when it was noticed that IOC's consumption of bentonite was higher than the benchmark for the industry, said Ivan Mullany, General Manager of Product Manufacturing (concentrator and pellet plant). In an effort to improve production and lower costs, soda ash was tried and tested on two dedicated lines.

"We fully tested it to find the value of the savings, then we did an engineering review to look at how much it was going to cost to install a new facility," Ivan said. "Based on the value of the savings and the cost to install we were given the approval to proceed early this year."

Reduced consumption

Brian Penney, Superintendent-Technical Services with Product Manufacturing, said it will cost about $2.5 million to install the soda ash system. When fully operational, bentonite consumption will be significantly reduced. "Based on 2002 consumption numbers, we were using 9.34 kg per tonne of pellets. With this soda ash addition, we expect to decrease that by two kg per tonne," he said.

Brian said IOC spent $13.2 million on bentonite last year and expects to reduce that cost by $2.8 million. The cost of soda ash and operating the system is expected to be about $1 million a year, resulting in savings of $1.8 million a year.

The soda ash will be stored in a 150-tonne storage silo on the south side of the plant. From there it goes to a weigh bin, and is then mixed with warm water in a ten percent solution and stored in tanks that can supply about 12 hours of full production. It is then pumped to the 26 balling modules and is added to the hot filter cakes before bentonite is introduced.

Training for balling attendants is underway. Brian said the system will be automated to control addition rates. Construction of the soda ash addition facility was managed by Robert Thompson and Scott Mercer from the Engineering department and was carried out with little impact on operations.

Just as important as the cost savings, is the impact on the quality of the final product, which is IOC's trademark. "We made sure the quality of our pellets did not deteriorate with the addition of soda ash. IOC's worldwide reputation is based on its quality pellets and there has been absolutely no impact on quality," Brian said.

BACK TO BASICS APPROACH: NEW LOADING RECORD

A new loading record was set at the Sept-Îles terminal in August, a feat that our operations and maintenance teams hope can be repeated: 8,233 tonnes/hour over a 10-hour period, with 2 production lines, compared to an objective of 7,000 tonnes / hour. Superintendents Fred Féquet (Operations) and Robert Girardin (Maintenance) agree the excellent performance is a direct result of an initiative to "get back to basics".

Improved operations

"We're decidedly more proactive," adds Fred. "We make sure that specific time periods are available for maintenance activities, and have set aside certain projects to focus our efforts on the reason why we are all here: to safely handle our products and ensure the best loading results." Consequences: equipment that is more reliable, and improved production.

All of the elements necessary for success were in place: people who had a good understanding of work requirements, a high level of inter-team collaboration, and equipment that worked as it should. "Obviously, our success was in great part due to the maintenance work on our equipment. Weekly planning, and the coordination of our tasks with those of the Sales department and transport companies, enabled us to better monitor our activities. Our costs for demurrage (indemnity paid to a transporter when IOC is responsible for delays in loading a ship) and our loading times have also significantly improved," adds Fred.

Average loading speed	
To August 2002	**To August 2003**
19 lakers: 3,525 t/h	66 lakers: 3,520 t/h
84 ocean-going-ships: 3,504 t/h	66 ocean-going-ships: 4,182 t/h

High performance equipment

Meanwhile, Robert Girardin's team were busy ensuring that the yard equipment was in good condition. "Each day at around 3 p.m., we meet to review the day's activities and determine the tasks to be done during the night shift. Then at our morning meeting, we go over the past evening's activities and the current day's planning. In fact, we have also chosen to refocus on the essentials: our maintenance activities cover operations from the previous evening, the current day and the next day. We analyze any problems, and make sure a solution is found. Moreover, we've reviewed the tasks of supervisors, to ensure that all important elements are covered, assigned a person to the long-term planning of activities and maintenance shutdowns, and placed additional emphasis on the safety and cleanliness/good condition of equipment. We've already seen results," adds Robert.

Operator Robert Boudreau is in an ideal position to appreciate the positive improvements, given his role as the last link in the chain, namely, the man sitting in the shiploader cabin. "An increase in production is positive for the company, and when we produce better, it truly makes our work more pleasant. Working with reliable equipment makes all the difference in the world!"

Other excellent achievements

- Recovery of 67,000 tonnes of left-over product (balance of piles), screened and sold as transition products.
- Sale of 59,000 tonnes of chips accumulated over the past 15 years.
- Sale of 82,500 tonnes of ultra-fines at market prices.
- With the help of the Labrador City teams, recovery and screening of 142,000 tonnes of transition products, destined for sale.

A stacker and bucket loader (reclaimer)

DYNAMIC AND EXPERIENCED TEAM: GREAT PERFORMANCE

RD1 is the group of seasonal employees and students assigned to maintaining our railroad, and replacing damaged ties and non-conforming rail sections.

This year's RDI team consisted of around 30 seasonal employees and workers. The group's results were impressive, exceeding production objectives by 20%, while also improving a significant number of the safety aspects of their work.

"The benefits of this teamwork and success are felt by everyone," explains Benoît Méthot, who is in charge of the team. The team's success can be ascribed to a number of factors: 1) team members were constantly being informed on the safety aspects of their tasks; 2) several team members were highly experienced; 3) work schedules were adjusted on a daily basis, and; 4) the strong ongoing collaboration with the transport and traffic team.

The right people

Selecting the right personnel for our seasonal work program is critical, as a skilled and reliable team must quickly be put together for carrying out quality work on our railroad.

Benoît adds: "This year, several of them – students and seasonal workers – already had experience, which was a tremendous boost. We noticed, during the very first team meeting, that our gang of workers had a formidable array of strengths, among them experience, maturity, flexibility and synergy. This made it possible to achieve very good performance on a daily basis – for example, days where 4,000 feet of rail were replaced (versus a planned 3,000 ft/day), and this in a highly safe manner calling for very little overtime work."

Same hiring criteria

"Personnel staff select seasonal employees according to the same criteria as those used for permanent positions," comments Micheline Lebrun from the Human Resources department in Sept-Îles. "Our seasonal employees undergo a series of hiring tests, a medical test, and the regular interviews by a three-person committee comprised of representatives from Human Resources, the Union and Operations. Once this first step is done, we then assign them on the basis of their areas of specialization and the needs of the various sectors," she continues.

"Mid-way and at the end of their contract, they are evaluated by the team leader. These assessments are very useful to us, as they allow us to draw up a list of experienced employees who know the company and whose work has already been evaluated on two separate occasions. An excellent data bank for meeting future operational requirements."

RD1 team in action

Remembering

Mrs. Evelyne Larocque (retired) passed away on November 16, 2002, at the age of 77.

Mr. Rosaire Leclerc (retired) passed away on November 20, 2002, at the age of 76.

Mr. Jean-Yves Bouchard passed away on December 2, 2002, at the age of 66.

Mrs. Aubrey Pike (active employee) passed away on December 19, 2002, at the age of 63.

Mr. Roft Steller (retired) passed away on January 1, 2003, at the age of 82.

Mr. Savard Anderson (retired) passed away on January 2, 2003, at the age of 58.

Mr. Armand Parent (retired) passed away on January 10, 2003, at the age of 91.

Mr. Jean-Paul Chénier (retired) passed away on January 31, 2003, at the age of 82.

Mr. Ludovic Beaulieu (retired) passed away on February 8, 2003, at the age of 86.

Mr. Guy Martin (retired) passed away on February 11, 2003, at the age of 77.

Mr. Harry O'Brien (active employee) passed away on February 14, 2003, at the age of 57.

Mr. Roger Deschesnes (retired) passed away on February 24, 2003, at the age of 71.

Mr. Walter Edward Parsons (retired) passed away on February 28, 2003, at the age of 61.

Mr. Bernard Bérubé (retired) passed away on March 3, 2003.

Mr. Robert Lapierre (retired) passed away on March 16, 2003, at the age of 76.

Mr. Rénald Roy (retired) passed away on March 23, 2003, at the age of 92.

Mr. Fernand Ouellet (retired) passed away on March 28, 2003, at the age of 66.

Mr. Wesley Cheater (retired) passed away on April 16, 2003, at the age of 79.

Mr. Arthur Rendell (retired) passed away on July, 25, 2003, at the age of 82.

Mr. Wilfred L. Sollows (retired) passed away on August 8, 2003, at the age of 76.

Mr. Joseph Laurent Bérubé (retired) passed away on September 6, 2003, at the age of 79.

Mr. Gilles Gauthier (retired) passed away on September 15, 2003.

IOC 2003 Bursaries

Here are the three recipients of IOC's 2003 bursaries:

Anne-Marie Gendreau
daughter of Louis, Product Delivery, for her B.Sc. in Food Science at McGill University, Montréal

Jillian Ball
daughter of Robert, Pellet Plant, for her Bachelor of Nursing at Newfoundland's Memorial University

Sonia Pritchett
daughter of Morgan, Pellet Plant, for her B.Sc. - General Studies at Mount Saint Vincent University, Halifax

Congratulations!!!

"Take 5" takes off

Darrell King has been an employee of the Iron Ore Company since July 17, 1979. Three years ago he transferred from his mechanical draftsman position with the engineering department and started a new career as a Team Leader in the Fabrication Shops. He has always had an interest in graphic design and one Saturday morning, he created the graphic for our company's latest safety program.

"I was reviewing some work assignments in the Motor Shop when I entered the cleaning/paint booth area of the shop. I was drawn to the blank back wall of the booth that the men faced when spray cleaning. Someone had spray painted a white arc on the wall and I felt compelled to cover the arc with a safety message. The Take 5 program had just been introduced to the employees and its message was fresh in my mind as I doodled with the spray paint. The hand in the graphic represents the five steps of the Take 5 program and the overall graphic of a light bulb was created to reinforce the notion that taking five before starting a task is a good idea," Darrell said.

A poster has emerged from Darrell's original creation. It can now be seen throughout IOC, while serving as a useful reminder to all of us that "Taking 5" is a good idea.

Grant Goddard, Vice-President Operations, George Kean, President of USWA, local 5795, Percy Barrett, Minister of Transport, Darrel King, artwork creator, Gerard Brenton, JOSH Committee and Greg Sinclair, General Manager of ESH.

Visitors

September 9, 2003
Corem Symposium

Group of Corem Symposium participants accompanied by Wolfgang Vielhaber, team leader laboratory, Louis Gendreau, superintendent Product Delivery, Claude Gagnon et Rosaire Gravel, laboratory technicians.

September 24-26 2003
TKS and SGA

Representatives of TKS and SGA. Left to right: Sooi Chung Consultant, Louis Gendreau, superintendent Product Delivery, Dr. Volker Ritz, SGA, Chairman of the Board of Management, Serge Girardin, Advisor-Business process, Dr. Klaus Mulheims, TKS, Senior Division Manager, Hot Metal Production, Wolfgang Vielhaber, team leader, laboratory.

Congratulations!

25 years service

Elmer Lemieux
1978-02-16
Plant Mechanic
Grinding

Maurice McClure
1978-05-22
General Manager
Financial Services

Joseph Hodder
1978-08-07
Material Handling
Attendant / Pellet Plant

David Hindy
1978-08-10
Light equip. Operator
Maintenance of Way

Garry Anthony
1978-08-17
Plant Mechanic
Process

Louis Beaulieu
1978-08-17
Light Equip. Operator
Maintenance of Way

Lee Preziosi
1978-08-22
Superintendent
Environment

Bruce Bullen
1978-08-23
Stationary Engineer
Heat. Steam & Air Plant

Glenn Granter
1978-08-23
Pelletizing Control
Operator / Pellet Plant

Jock Genge
1978-08-23
Electrician
Mine Maintenance

Conrad Toussaint
1978-08-24
Electrician
Product Delivery

Perry Canning
1978-08-24
Electrician
Pellet Plant

Carole Bossé
1978-08-24
Advisor
Human Resources

Ronald Abbott
1978-08-29
Mobile Equip. Operator
Transport

Wayne Connors
1978-09-08
Plant Mechanic
Material Handling

Ivan Lecoure
1978-09-13
Plant Mechanic
Fans

Paul Mouland
1978-09-13
Electrician
Power Distribution

Anthony Smith
1978-09-14
Renewal Process

Brian Stacey
1978-09-15
Plant Mechanic
Components

David Austin
1978-09-25
Process Attendant
Concentrator

Leo Doran
1978-09-26
Welder
Pellet Plant

Angus Antsey
1978-09-27
Plant Mechanic
Maintenance

Charles O'Keefe
1978-09-27
Team Leader (crew)
Mag Plant & Loadout

Robert Wheaton
1978-09-29
Shovel Operator
Primary Ore

John Parsons
1978-10-10
Plant Mechanic
Mag Plant & Loadout

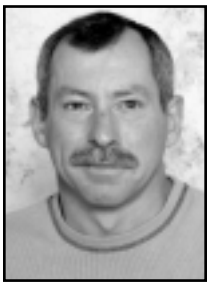
Mary Roberts
1978-10-16
Shovel Operator
Primary Ore

Gerald Barry
1978-10-19
Plant Mechanic
Filter. & Balling

Randy Jerrett
1978-10-24
Pelletizing Cont.
Operator / Pellet Plant

Leonard Crocker
1978-10-27
Welder
Feed Prep.

David Pelley
1978-10-27
Plant Mechanic
Concentrator



Wayne Fitzpatrick
1978-11-01
Plant Mechanic
Fans

Donald Cormier
1978-11-21
Stationary Engineer
Heat. Plant

Ronald Hynes
1978-11-23
Plant Mechanic
Building

Also

Phyllis Slade
1978-01-03
Technician Doc.
Performance Support

Yvon Brisson
1978-08-10
Light Equip. Operator
Maintenance of Way

James Buffett
1978-08-14
Shovel Operator
Primary Ore

Jean Lamarche
1978-08-17
Light Equip. Operator
Maintenance of Way

Donald Sweeney
1978-08-23
Team Leader
Drilling & Blasting

Richard Keats
1978-08-31
Engineman
Product Delivery

John St-George
1978-09-01
Auto Mechanic
Vehicle Shop

Warren Payne
1978-09-06
Plant Mechanic
Central Services

Richard Casmey
1978-09-07
Superintendent
Purchasing

Alfred Fequet
1978-09-19
Superintendent
Dock Terminal

Felix Gerard
1978-09-22
Plant Mechanic
Feed Prep.

Bill Leaman
1978-10-02
Superintendent
Central Services

Thomas Abbott
1978-10-13
Long Term
Disability

Harvey Sheppard
1978-10-19
Plant Mechanic
Central Services

Theodore Feltham
1978-10-26
Sr. Material Handling
Attendant
Product Delivery

Henry Janes
1978-10-30
Plant Mechanic
Filtering & Balling
Maintenance

Brian Hann
1978-10-31
Plant Mechanic
Product Delivery

John Lacour
1978-11-15
Plant Mechanic
Indurating Maintenance

40 YEARS OF SERVICE

David Johnson
1963-09-02
Locomotive Engineer
Product Delivery

Welcome to our new colleagues

LABRADOR CITY

Jacqui Winter, Administrator, Human Resources

Peter Elms, Business Analyst, Finance

Patricia Horan, Chemist, Quality

Shannon Strangemore, Draftsperson, Engineering

Kirby Ryland, Draftsperson, Engineering

Duane Quinlan, Draftsperson, Engineering

Arn Do, Sr. Engineer, Primary Ore

Stephen Jones, Sr. Engineer, Primary Ore

Yongshu Shang, Sr. Engineer, Technical Services

Sidra Rizvi, Ergonomic Specialist, Health and Hygiene

Jessica Barber, Graduate Dev. Program, Primary Ore

Guobin Gu, Graduate Dev. Program, Renewal

Sandeep Thenua, Graduate Dev. Program, Renewal

Nitish Bahl, Graduate Dev. Program, Renewal

Rosemarie Barter, Maintenance Operator, Primary Ore

Pius Brennan, Maintenance Operator, Primary Ore

Craig Burry, Maintenance Operator, Primary Ore

Martin Byrne, Maintenance Operator, Concentrator

Denise Canning, Maintenance Operator, Primary Ore

Corey Chatman, Maintenance Operator, Concentrator

Cavell Flight, Maintenance Operator, Primary Ore

Jamie Goulding, Maintenance Operator, Primary Ore

Jody Hollett, Maintenance Operator, Concentrator

Glenn Hudson, Maintenance Operator, Primary Ore

Brian Keough, Maintenance Operator, Pellet Plant

Gregory Louvelle, Maintenance Operator, Concentrator

Trudy Philpott, Occupational Health Assistant, Health and Hygiene

Wilfred G. Pike, Maintenance Operator, Primary Ore

Nathalie Pinsent, Maintenance Operator, Concentrator

Edward Power, Maintenance Operator, Concentrator

Robbie Weir, Maintenance Operator, Primary Ore

Gregory Bridger, Security Officer, Safety

Momcilo Andric, Superintendent Maintenance, Primary Ore

Stephen Mowle, Superintendent Operations, Primary Ore

David Bursey, Team Leader Maintenance, Pellet Plant

Sean Pezzali, Technical Advisor Maintenance, Primary Ore

Cory Hedlund, Technical Support, IT Services

Carolyn Way, Technologist Services, Primary Ore

Faye Brown, Technologist Process, R&D Applied Technology

Dawn Hamilton, Technologist Process, R&D Applied Technology

MONTREAL

Michael Joss, Manager Chartering / Operation, Sales & Marketing

SEPT-ÎLES

Martin Rioux, Accountant, Renewal

Nancy Boisvert, Accountant (taxation), Finance

Éric Tremblay, Engineer, Engineering

Jean-François Létourneau, Jr. Engineer, Engineering

Sylvain Deschênes, Civil Engineer, Engineering

Ginette Caissie, Finance assistant, Finance

Sylvain Lavoie, Sr. Analyst IT, IT Services

Pascal Nobécourt, Planner (loco shop), Product Delivery

Yan Leblanc, Team Leader (car shop), Product Delivery

Carl Poirier, Team Leader (Mtce), Product Delivery

Denis Del Cardo, Team Leader (Mtce of Way), Product Delivery

Stéphane Houde, Tecnical Advisor Electric, Product Delivery

Saving the Pantanal

The Rio Tinto Earthwatch Global Employee Fellowship program offers 24 Rio Tinto employees each year the opportunity to work on an Earthwatch conservation project. The Fellowship is open to all Rio Tinto employees. **Katherine Fancey** *was chosen from IOC to participate in this year's program. Here is her report.*

The Pantanal Region is located in the western part of Brazil near the borders of Bolivia and Paraguay. It is the largest wetlands area in the Americas. The region floods annually during the wet season and gradually drains through the Paraguay River to the South Atlantic Ocean in the dry season. While the Pantanal is a protected area, development and traffic on the Paraguay River threaten it. The Pantanal area has both fresh water (baias) and salt water (salinas) lakes and a large variety of bird and animal life in the forests.

The Rio Tinto fellows, Stephanie Myles (ERA, Australia), Hilary Mwanza (RT Zimbabwe) and Katherine Fancey (IOC).

The "Fazenda", or ranch, where the research project is based is a co-operative initiative between Earthwatch and Conservation International and the site of many scientific projects. I participated primarily in the "Frugivore" or fruit-eater research. Our international volunteer group consisted of 14 people, including 3 Rio Tinto Fellowship participants.

Tracking the seeds

The Frugivore Project is investigating the dispersion of seeds of a variety of fruit trees by different birds and animal life. We participated in a variety of related activities:

- investigation of the types of trees and their development – spatial distribution of various types of fruit trees and monthly monitoring of the development of the 700 tagged trees.
- census of the types of birds that eat fruit on these trees.
- determining how seeds are dispersed to other wildlife and throughout the forest – some types of fruit can be opened only by certain birds and some germinate only after being digested.
- analysis of animal scat to determine seed types, sizes, locations and type of animal or bird.

Other projects require baseline information to be gathered year round, including:

- measuring water depth and temperature in the lakes
- visual, GPS, and radio tracking of animals to help determine their preferred habitats
- using machetes to clear and mark forest trails used by the research teams
- waterways monitoring – catch and release of fish with a variety of bait and hooks. The types of fish caught, their locations, as well as weight and length were recorded.
- computer data entry of all the research results

Hyacinth Macaws were a common and beautiful sight.

Swimming with piranhas

The wildlife in the Pantanal area was incredible. Rheas roamed the ranch area and jacare (alligators) were found along all waterways. Piranhas were common in the rivers, including the swimming area – but the jacare scared them away! Many of the endangered Hyacinth Macaw species nested at the ranch as well as many other bird species including toucans and jabiru, the world's largest stork. The Pantanal area hosts about 450 bird species, approximately two-thirds of the number of species in North America.

Earthwatch is implementing a Risk Management program for their research projects. Rio Tinto Fellows were invited to review the program and offer comments based on our experience with Rio Tinto standards. While we were from very different parts of the world and operations, we were all using the same standards in each of our work environments.

The Rio Tinto Fellowship Program is an incredible opportunity to learn about a different part of the world and some of the issues important in that region. It is also an opportunity to meet people from Rio Tinto and elsewhere. I highly recommend the program to everyone!

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XXIX[th] year number 1

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