

RioTinto



FALL 2018
www.ironore.ca

Mine to Port

The IOC employee magazine

Celebrating diversity at IOC!

Welcome to the fall edition of Mine to Port which celebrates our diversity and our recent accomplishments across the five priorities. Diversity is represented not just by the countries we come from, but also by the personal histories and values that we bring to our workplace and communities. I believe that diversity of thought, experience and skills is an important asset for IOC and one that we can tap into by listening to each other and working together. But don't just take it from me, on page 8 some employees share why inclusion and diversity is important to them.

I would like to personally thank the students who joined IOC over the summer and helped to keep things running during the peak vacation period. Allowing our regular employees some well deserved time off is important and we couldn't do that without their help. Over our 60+ years of operations, many members of our team had their first job as summer employees. I am proud



Clayton Walker
President, IOC

that we can continue to offer this program that supports our next generation.

As we head into the final quarter of 2018, I know we will all be busy working to achieve the plan. While it is important to remain focused

on our goals, we also need to stay focused on safety, engagement and teamwork. I am looking forward to our annual employee recognition dinner coming up in November. We will have more details about this event for you soon.

*Be Safe,
Clayton Walker*

From the four corners of the globe to IOC!



At IOC, we welcome people from all corners of the globe and recognize the strength that this diversity brings to our workplaces and communities. We are also fortunate to have a strong and committed local workforce, with some employees whose families have

been working with IOC for 4 generations. Whether you're from the communities where our operations are based or from anywhere else around the world, we're all members of the same team and we all have a role in creating an inclusive culture.

- Australia
- Brazil
- Canada
- Canadian First Nations
- Cook Islands
- Cameroon
- China
- Falkland Islands
- France
- Greece
- United Kingdom
- India
- Iraq
- Iran
- Jamaica
- Japan
- Macau
- Myanmar (Burma)
- Nigeria
- Pakistan
- Peru
- Philippines
- Portugal
- El Salvador
- USA
- South Africa
- Zimbabwe



Local students join IOC for summer!

This summer, we were pleased to welcome 89 students into our teams across Labrador City and Sept-Îles. The students joined all areas of our operations from driving haul trucks to work in the processing plants. With their green hard hats, students were visible so that we could make them feel welcome and provide guidance on working safely.

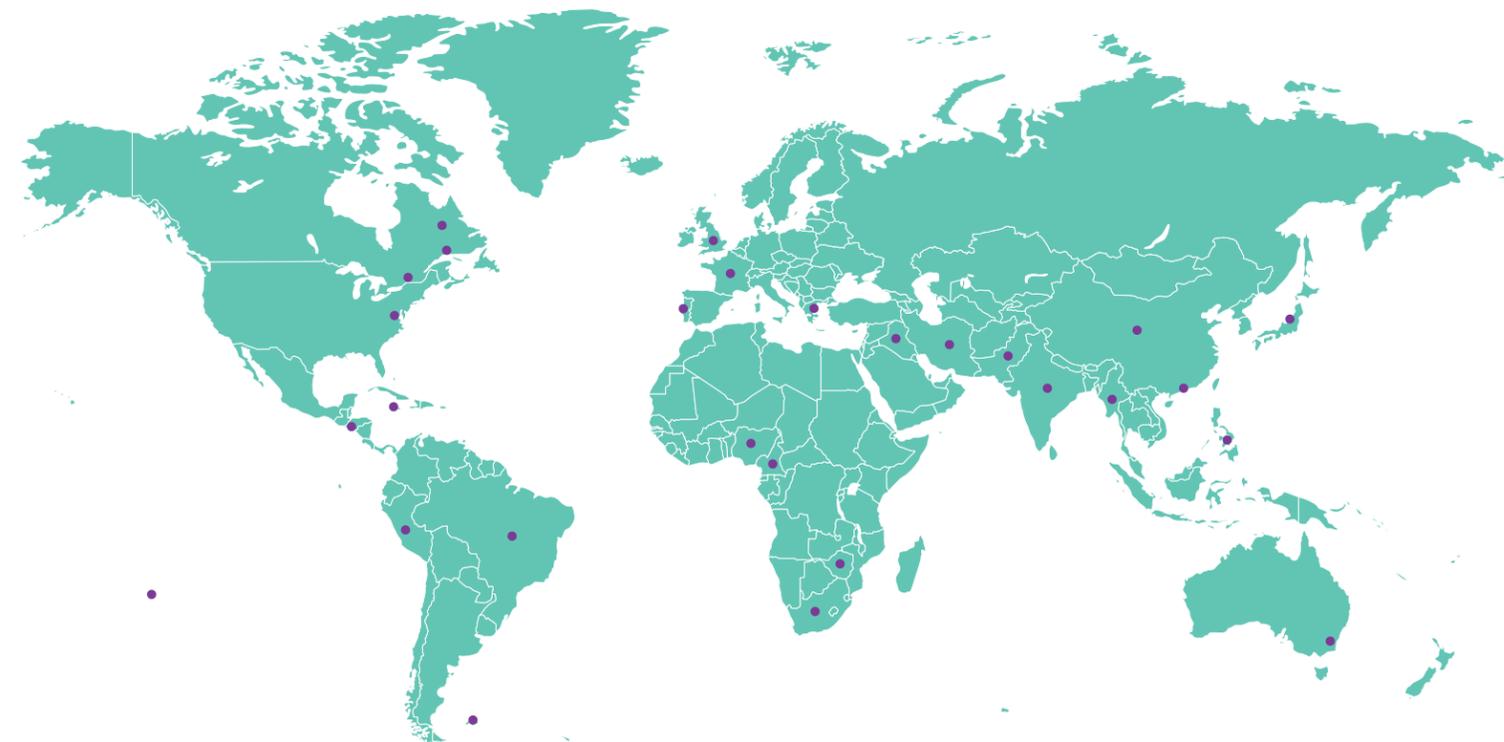
For summer student employee, Taylor Clarke, it was an opportunity to better understand "what members of my family do for a living." In addition, summer employment at IOC helps students "pay university tuition as well as the costs involved with living away from home [and] helps with my career goals because it has made me recognize what I wish to do with my post education" says Dryden Fowler.

But for Dryden and Taylor the best part is getting to work with new people and reconnecting with colleagues from previous summers. As Dryden says, our IOC employees "make the work enjoyable and there is nothing better than working a job that you enjoy!"

Cover Photo: Tamara Brown was one of the 89 students to join IOC this summer.



Dryden Fowler joined IOC over the summer!



Did we miss your country? Please contact us at iocfeedback@ironore.ca and let us know!*



* This information comes from voluntary, self-reported information, gathered in the Employment Equity Survey.

IOC in 2018 at a glance*

SAFETY

ALL INJURY FREQUENCY RATE 0.81
OUR 2018 TARGET 0.71

- 4 Potential fatal Incidents (PFI)
- 1 Significant incident (SI)
- 5 Medical treatment cases (MTC)
- 8 Lost time incidents (LTI)

PEOPLE

COMPARING Q4 2017 TO Q2 2018*
WE ACHIEVED A RATING OF:

- Employee net promoter score: **-12** up 16
- Employee satisfaction score: **60** up 5
- Well being score: **68** up 8

*Results include mostly staff employees due to work stoppage

GROWTH

WABUSH 3 OPERATIONAL Q4 2018

- The recent test with the reflux Classifier technology (RC2000) has shown an increase in weight yield of iron recovery.
- The next phase is to demonstrate full capabilities of the technology by installing two higher capacity units (RC3000).

CASH

PRODUCTION

- Concentrate 7,588Kt down 39% versus 2018 plan
- Pellets 4,076Kt down 41% versus 2018 plan

CFS UNIT COST

- YTD -24% vs 2017 actual
- YTD -38% vs 2018 plan

PARTNERSHIP

KEY ACHIEVEMENTS

- Community investment program reinstated
- Ongoing dialogue with NL government re Wabush 3, AQIP, Mining Strategy and Women in Leadership
- Partnerships on community priorities made in areas of education, health & safety, inclusion and diversity in Labrador West and Sept-Iles

PARTNERING FOR PROGRESS

Continuing to build relationships with key community stakeholders through ongoing quarterly forums: Community Advisory Panel, Regional Taskforce, Joint Planning and Union Executive.

Collaboration and innovation across two IOC teams!



IOC is proud to be a workplace that supports innovation and collaboration amongst employees. Whether in the port or at the mine our teams are finding ways to work smarter and that has positive flow on benefits for the entire business.

This spring, a cross functional team of 10 people from our port operations collaborated on over 5000 feet of welding during the production outage that resulted in a direct savings to the business of \$1M dollars.

A 5-day shutdown was scheduled to replace the worn-out ring rail at dumper #3, which would have impacted the entire train circuit and Labrador City production stockpiles. However, a group of terminal mechanics and welders saw an opportunity to complete the work themselves, eliminating the need for the 5-day shut down and external contractors. As Dave Castelloux says "This was a really big job for us, 10 days of working across two shifts, but it was great to work with the other teams."

Another team from the pellet plant in Labrador City, led by Rick Rumbolt, noticed that the CFS silos were spilling concentrate onto the floor, due to the design of the table feeder. This meant that we were losing materials and our costs were increasing due to re-handling the screens.

The team designed a new skirt liner for silo #5 and so far the team's simple yet effective design is reducing the amount of loss! The design has been so effective that it has been implemented on silo #2 and #12 as well, and they plan to progressively roll it out on all silos. The initiative and willingness to innovate shown by both of these teams demonstrates that ideas from our employees can have great impacts across the business!



THIS WAS A REALLY BIG JOB FOR US, 10 DAYS OF WORKING ACROSS TWO SHIFTS, BUT IT WAS GREAT TO WORK WITH THE OTHER TEAMS.

Dave Castelloux



Louis-Phillipe Viens, Christian Cormier, Bryan Chambers, Marc Leblanc, Adam Pagé, Sébastien Cyr, Dave Castelloux, Marc Lindstrom, Nicolas Mercier and René Castelloux developed a work plan that addressed logistics, quality control and safe work execution.

The Way We Walk team's innovation improves efficiency in the pellet plant. From left to right, Vic Youden, Chris Spurrell, John Hoskins, Rick Rumbolt, Trent Stacey, Jennifer Coombs, Gabriel Payne and Darlene Taylor (Stephane Thibeault missing).

*As of July 31st, 2018



IOC recognised for environmental leadership



IOC is proud to have achieved another milestone in our journey to becoming a premier mining organization in North America. For the first time since joining Green Marine in 2011, a framework known throughout North America that allows sea transport companies to measure and reduce their environmental impacts, we have received a certification level of 4.5 stars.

This places IOC among the leading shipping companies in North America, as measured by our performance in 6 key aspects of marine environmental management. We are proud to have been recognised for leadership and excellence in 4 of the 6 areas:

- Spill prevention
- Dry bulk handling and storage
- Community impacts
- Environmental leadership.

As noted by Denise Cormier, a senior environmental compliance advisor, “Each achievement is part operational and part due to the leadership and dedicated work of passionate employees committed to doing the right thing.”



EACH ACHIEVEMENT IS PART OPERATIONAL AND PART DUE TO THE LEADERSHIP AND DEDICATED WORK OF PASSIONATE EMPLOYEES COMMITTED TO DOING THE RIGHT THING

Denise Cormier

To learn more about Green Marine certification visit: www.green-marine.org

Geneau Gagnon raises funds and awareness for Multiple Sclerosis

Written by Philippe Thériault

Geneau Gagnon, has been President of the Multiple Sclerosis Society of Canada (MSSC) for the North Shore since 2012. The mission of the organisation is to support people living with Multiple Sclerosis and their families, as well as raising funds to support research to develop better treatments and a cure for this disease.

Geneau’s involvement with the organisation began in 2007 after learning that a friend’s partner had been diagnosed with MS. At first Geneau got involved with various activities organised by MSSC. Then in 2008, he had the idea to gather obsolete IT equipment no longer needed by IOC and use his free time to rebuild it, then selling the items to raise funds for MSSC. Computers, laptops, screens and servers, everything that still has a value and function are reconditioned and sold at a reasonable price. Over the course of the years, and with the help of various departments, including the IT department, he established an IT materials recovery network at IOC. All used IT items are sent to the Sept-Îles warehouse, where they are sorted for recycling

and re-use. As Geneau says, “I won’t refuse any helping hands” and thanks to his and other employees countless hours of work more than \$55,000 has been raised for the foundation.

Geneau’s efforts have also helped raise awareness of the foundation and their goals within IOC. This year none other than our own Benoit Méthot, General Manager of port and rail services, is the honorary president of the 4th edition of the Cyclotour SP Sept-Îles and Port-Cartier, which raises funds for the society.



THANKS TO HIS AND OTHER EMPLOYEES COUNTLESS HOURS OF WORK MORE THAN \$55,000 HAS BEEN RAISED FOR THE FOUNDATION.



Geneau and Jean-Claude prepare IOC’s old IT materials for recycling

Why are you interested in inclusion and diversity?

Written by Meghan Saville

- Stéphane Parisée -

Maintenance Superintendent
Learning, partnership, to be part of a multifunctional team and to put my knowledge to good use.

- Doris Hidalgo -

Superintendent, Asset Management Assurance
We all have different experiences, backgrounds and situations that have shaped us. I want to contribute to make sure IOC is a workplace where we are all comfortable in sharing our different perspectives. Imagine how boring things would be if we all thought the same way!

- Meghan Saville -

HR Business Partner
There is so much diversity all around us at IOC that we aren't often aware of - our workplace is made up of employees based in 2 different provinces from at least 4 different generations and 24 different countries around the world, all with different skills, ideas, and backgrounds. By celebrating the diversity that surrounds us, and working to create more inclusive workplaces where people feel valued for being who they are, we will make IOC a better place for all of our employees.

- Asad Naqvi -

Manager (Acting)-Project Delivery
Previously, I have been part of a multi-cultural council in Labrador West, where I brought-up different ideas and helped new-comers in the company and the community. I know the issues faced by people from different cultures and want to share my experiences with the team. I see more that can be done to integrate new employees with different backgrounds and cultures.

- Mathieu Bergeron -

Manager Risk & Accommodations
This is a key enabler to meet and exceed our objectives: enhance employee engagement; attract high-quality talent; serve customers/organization needs; and develop innovative ideas and solutions.

- Daniel Allaire -

GM Processing Operations, I&D Sponsor
Inclusion and Diversity is important to me because as a leader I want every employee to know that they're a valued team member - every employee at IOC has something to contribute and I want our workplace to reflect that. We recognize that the key to our success lies within our people and it's the people who work here, and their ideas and skills that will make IOC stronger.

QNS&L Launches Remote First Responders Training!

Written by Genevieve Cyr



This summer, we are proud to have trained our inaugural brigade of remote first responders, with the goal of being able to offer a quality training program, well-adapted to the realities of the QNS&L railway.

As Yan Bouthillette says, thanks to this training "We feel a lot more comfortable and confident in responding to emergency situations on the railway". This is important, adds Adriano Catino, because QNS&L staff may need "to stabilize the victim's condition for his/her transfer to hospital, the closest of which is often a few hours away".

Twenty four employees and leaders received a cutting edge, 40-hour first aid training adapted for remote incidents. To ensure that the team is well equipped to respond in the future we also bought customized first aid kits. Thanks to this training, IOC now has qualified and capable employees who can effectively and professionally respond to remote emergencies. In addition to increasing our ability to respond rapidly to an emergency along the railway and ensuring the safety of our employees, the training also increased employee engagement and satisfaction.

In addition to maintaining the credentials of the team already trained, IOC is planning to offer the training again next year and in years to come, to develop the skills of future employees and build a strong team of remote first responders.



WE FEEL A LOT MORE COMFORTABLE AND CONFIDENT IN RESPONDING TO EMERGENCY SITUATIONS ON THE RAILWAY

Yan Bouthillette



From left to right, Christian Mercier, Gabriel Mercier, Donald Collard, Ken Touzel, Yan Bouthillette and Adriano Catino are 6 of the more than 20 employees to receive our first round of remote first responder training



The environment team partners with Menihek NordicSki Club to monitor water quality near their trails

Taking care of our environment, together



Partnerships, large and small, are a big part of how we work at IOC and the commitment between the IOC environment team and the Menihek Nordic Ski club is just one example of this. With the development of Wabush 3, the environment team had begun monitoring water quality in the Dumbell lake watershed, which includes a stream that crosses several of Menihek's popular cross-country ski trails and a waterfall that is a popular destination for locals.

However, because these locations are relatively remote from our daily operations, this work was taking a lot of

time and resources for the environment team. In 2018, the environment team formed a partnership with the Menihek Ski Club, through which they monitor water quality and in turn IOC made a donation to the Club.

As environment engineer Jody Wentzell says, "Because the trails are maintained by the Club and they have a special interest in the falls, they were in a good position to monitor the water quality." This partnership not only helps the environment team but encourages community involvement in monitoring the environmental resources that are important to the individuals and families of Labrador City.



Dawn Willcott reflects on her years of commitment to Relay for Life

For 14 years, IOC employee Dawn Willcott has been a passionate supporter of Relay for Life. This year she made the tough decision to step down from the committee to make room for a new generation. We asked her what she is proudest of and why it is such an important event.

What is your proudest moment over the 14 years that you have been involved with the event?

I have to say every year to me was a proud year. When I see the survivors come out for their walk and all the people stand around to cheer them on, this makes me so proud; to see people showing how much we care. You can see it in their faces as they look around and smile with such gratitude. With everything the town was going through this year I thought we would be lucky to raise a couple thousand dollars. When I was contacted by IOC to say they were donating \$10,000 I literally cried. I was always so overwhelmed with IOC and how much compassion they have shown for the event. I always felt so blessed to be part of this event, for all the years I've been there.

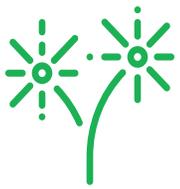


IOC is proud to continue supporting Relay for Life!

Why is it important for IOC employees to be involved in community events, like Relay for Life?

I was born and raised in this town. I know as well as anyone that it's a small town and we can feel really isolated from the outside world. But we also have so much heart, we love to give and help. This is why these events are so successful because we all have someone that has been affected by this deadly disease and we see what this money does to help and improve the lives of cancer patients. These, like many events, have a positive impact in a small town. It gets people out into the fresh air to socialize, to take part, to smile, laugh. It's needed for health reasons, both physically and mentally. IOC employees getting involved is great for the business and shows that IOC shares in the love of the community.

I THOUGHT WE WOULD BE LUCKY TO RAISE A COUPLE THOUSAND DOLLARS. WHEN I WAS CONTACTED BY IOC TO SAY THEY WERE DONATING \$10,000 I LITERALLY CRIED.



Wabush 3 is operational!

After over a year of hard work and dedication, we are pleased to be able to say that Wabush 3 is now operational. With the initial submission for the Wabush 3 development dating back to 2013, it has been a road with interesting challenges, but one that is critical for IOC's sustainability into the future.

At IOC, we are committed to responsibly managing the impacts of our operations on the community. Reflecting on this commitment, the Wabush 3 development includes new noise and vibration monitors at the Labrador West Health Center and Smokey Mountain, new ski lifts at Smokey Mountain ski club, an annual water and air monitoring program, and partnership agreements with Menihek Nordic Ski club and the Town of Labrador City.

We would like to thank everyone who has supported us in the development of our newest pit; from our employees, to our partners in the communities and in the NL Government. Wabush 3 is about sustainability and will provide the operational flexibility essential to meeting our target of 23 MT per annum of concentrate production.



The Mine to Port **Team**

CURRENT AND
PAST EDITIONS
ARE ALSO AVAILABLE
ONLINE AT
WWW.IRONORE.CA



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

Jeanette O'Keefe - Senior Advisor
T: 709-944-8400 ext. 8507
jeanette.okeefe@riotinto.com

Marie-Josée Carrier - Senior Advisor
T: 418 968-7400 ext. 7792
Email: marie-josee.carrier@ironore.ca

RioTinto



Iron Ore Company of Canada
P.O. Box 1000
Labrador City (NL) Canada A2V 2L8

709 944-8400 ext. 8677
IOCFedback@ironore.ca

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