

RioTinto | IOC

Iron Ore Company of Canada

2022 Sustainable Development Report



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Sustainable Development

A Message from our President and CEO

I am pleased to present the Iron Ore Company of Canada's 2022 Sustainable Development Report. We have a lot to be proud of, and we made good progress in several key areas during the year.

This was my first full year as President and CEO. I joined the company after thirty years of working in the base metals and battery minerals sector of the mining industry. I was drawn to IOC for the significant positive impact that it has on the social and economic well-being of the Labrador West and Quebec North Shore regions and the exciting potential that our high-grade, low-impurity iron ore products have in decarbonizing the steel industry. We have a responsibility to make the right decisions today so that future generations can enjoy healthy and fulfilling lives. We are a company that has been in business for nearly 70 years, and we are positioning ourselves to continue working for many more decades to come. This means being a good steward of our resources and ensuring that our company is an inclusive and welcoming place for anyone who wants to be a part our success.



In this report, you will learn about the many areas where we are striving to live by our values of care, courage and curiosity, and you will see the progress we are making in becoming a leader in the high-grade iron ore market. This includes reaching historic milestones in safe production and our employees demonstrating their commitments to the environment and the health and vibrancy of the communities where we operate. I am personally proud of the efforts we are making to increase the diversity of our workforce and our continued progress in walking the path of truth and reconciliation with the Indigenous peoples and communities who have asserted historic and traditional rights and interests in the areas where we operate.

We had a successful 2022, but we also know that we have much more to do to fulfill our ambitions as a company. We have a very bright future, and we look forward to working together with our many stakeholders to write the next chapters in IOC's story.

Mike McCann,
President and Chief Executive Officer

Highlights

Launch of the
Safe Production
System in the
Concentrator

Several equipment
automation initiatives
and more than
100 drone missions
to assess our
operations

Lowest injury
frequency rate
in IOC history
(0.50)

\$1,200,000
donated to
community
organizations

Partnerships
with over
60 community
organizations

Participation of
1,400 people in
the Health, Safety,
Environment,
Communities
(HSEC) expos
in October 2022

Record for
the best safe
production week
in April, and best
ever concentrate
production in
second quarter

10,000 tonnes of
CO₂ equivalent
saved yearly through
the successful
implementation of
8 energy-efficient
projects

Greatest number
of consecutive
days without a
recordable injury
achieved in second
quarter

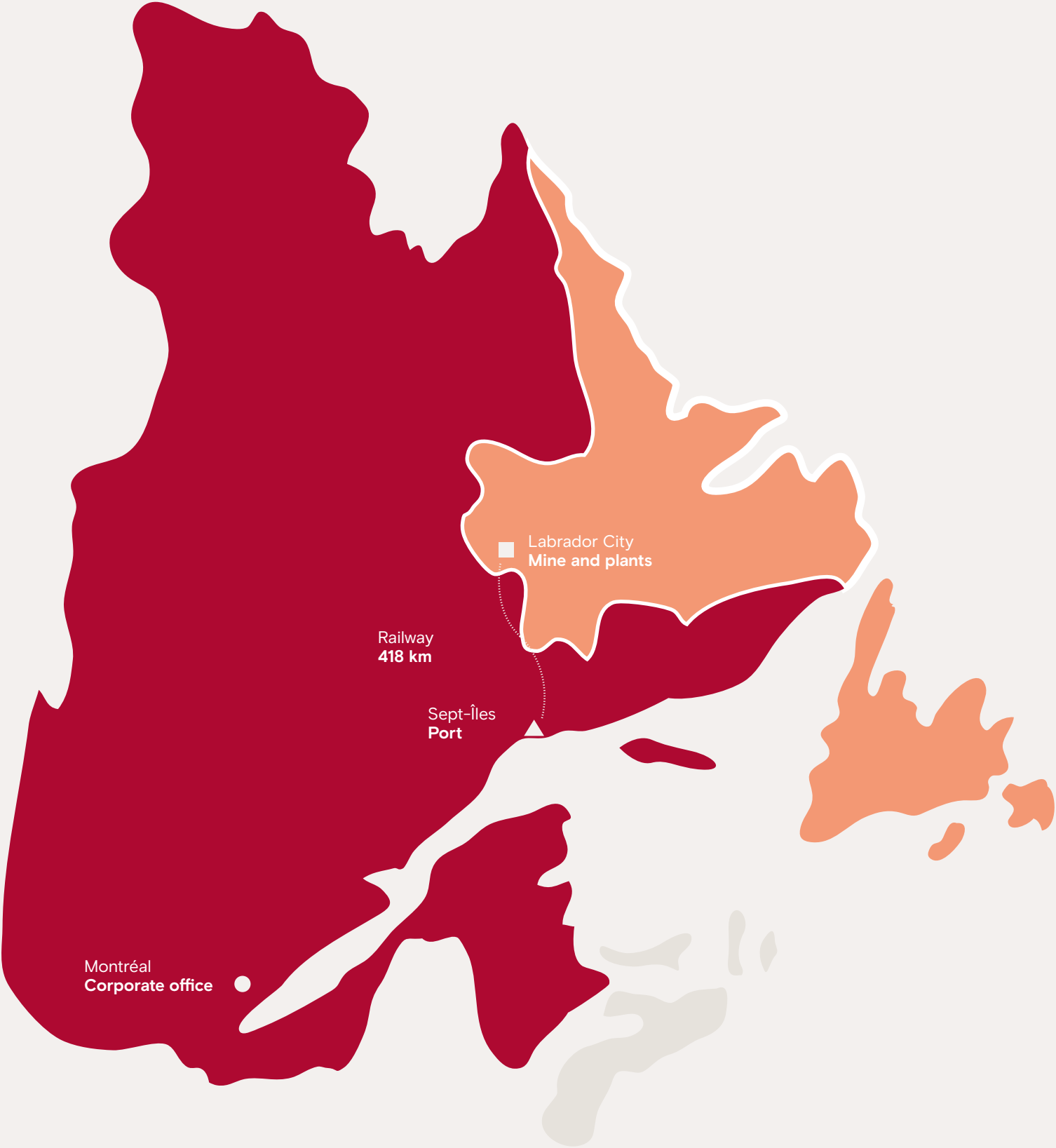
Iron Ore Company of Canada

The Company

The Iron Ore Company of Canada (IOC) includes:

- A mine in Labrador City with five operational pits and significant deposits for the supply of high-grade iron ore products
- Processing facilities with a Concentrator and a Pellet Plant, allowing us to transform our ore into high-grade iron ore products
- A wholly owned 418-km railway, the Quebec North Shore and Labrador (QNS&L) Railway, which links our Labrador operations to our port facility in Sept-Îles
- A port facility in Sept-Îles from which our products are shipped to customers around the world
- A hydroelectric power plant (Sainte-Marguerite-2) generating 17.6 MW of power connected to the port facility in Sept-Îles

From Mine to Port



Iron Ore Company of Canada

Governance

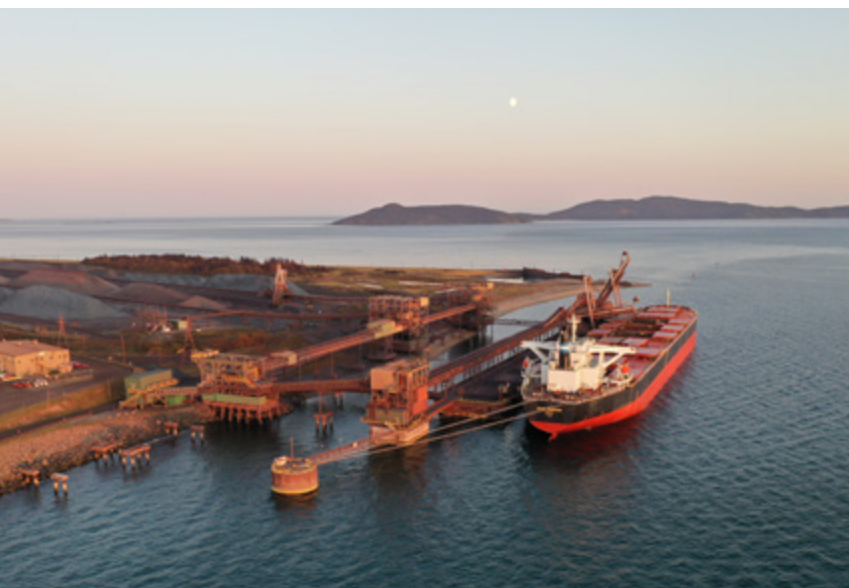
The Iron Ore Company of Canada (IOC) is owned by three shareholders:



The Board of Directors is composed of six members of Rio Tinto, three members of Mitsubishi and two members of Labrador Iron Ore Royalty Corporation.

To learn more about the annual reports:

- **Rio Tinto**
www.riotinto.com
- **Mitsubishi Corporation**
www.mitsubishicorp.com
- **Labrador Iron Ore Royalty Corporation**
www.labradorironore.com



Iron Ore Company of Canada

Our Approach

At IOC, we have an impressive history, and we can count on talented, ingenious and resilient people. Together, we have faced many challenges and achieved great things over the past 70 years.

Today, our company and our industry are at a pivotal point. Given the urgent need for climate action, we want to make ambitious changes that will help reduce overall emissions in the steel industry.

To accomplish this, we have set out clear ambitions for IOC's future and developed a strategic plan based on four pillars:

- **Fix**
- **Optimize**
- **Grow**
- **Decarbonize**

Throughout the implementation of our strategic plan, we aim to ensure that our people can safely perform at their best. We will build the IOC of the future by continuing to attract and keep the right talent, invest in their development and find ways to improve life in the communities around us.

Our ambitions

+

The global leader in
high grade iron ore for
the green steel industry.

+

The most sought-after
employer in the mining
industry in Canada.

+

A safe place to work
that inspires employees
to perform at their best.

+

A respected member
of the communities in
which we operate.

Our plan

FIX

Focus on the basics to meet our
safe production commitments.

INCREASE our focus on health and safety

LEVERAGE the Rio Tinto Safe
Production System to improve our operations

STRENGTHEN the integrated operations center

IMPROVE our working environment

ESTABLISH new ways of operating

STABILIZE our entire value chain

INCREASE our efficiency and productivity

REACH our designed capacity, safely

OPTIMIZE

Operate our assets
at full potential.

GROW

Expand our capacity
through organic growth.

DISCOVER and exploit new ore deposits

INCREASE our infrastructure capacity

TAKE THE LEAD in the green steel market

INVEST for the future

REDUCE our use of fossil fuels

ELIMINATE Bunker C

RETHINK our energy supplies

MODIFY our infrastructure and technology

DECARBONIZE

Minimize the carbon
footprint of our operations.

Our enablers



EMPLOYEE
engagement



COMMUNITY & INDIGENOUS
engagement



TECHNOLOGY
and data

Iron Ore Company of Canada



Our Values

Our values—**care, courage and curiosity**—guide how we work and how we treat each other.

Care

For individuals, communities and the environment

Courage

To try new things, speak up and do what's right

Curiosity

To collaborate, learn and innovate

Our Stakeholders

IOC believes in building sustainable relationships and partnerships that support local communities and stakeholders, generating regional economic outcomes and working in partnership.

In both Labrador City and Sept-Îles, we regularly take part in community forums and taskforces to discuss issues of mutual concern and align with changing priorities in the regions. We also engage with the leaders and members of five Indigenous communities who have Indigenous rights or interests in the areas where we live and operate. This is an important part of continuing our privilege to operate in host communities and contribute to sustainable regional economic development.



Employees

IOC is an employer of choice in the Labrador West and Sept-Îles communities. We rely on our employees' expertise to face the challenges of the future with confidence.

We are proud of the nearly 3,000 men and women who work in Newfoundland and Labrador and Quebec to keep our operations running smoothly.



Number of Employees

Labrador City

1,606
Hourly
employees

582
Staff
employees

Sept-Îles

464
Hourly
employees

269
Staff
employees

Montreal

40
Staff
employees

Where our Employees come from

53%
from
Newfoundland
and Labrador

32.6%
from
Quebec

9.6%
from other
Canadian
provinces

0.6%
from outside
Canada

Of the new employees from Newfoundland and Labrador, 63.9% were from Labrador West. Some 75% of the new employees from Quebec were from the Sept-Îles region.



Employees



Salaries and Benefits

IOC offers a full range of wage conditions and benefits, including a pension plan, a health plan and short- and long-term incentive programs.

In 2022, IOC enhanced its parental leave benefits, which now include 18 weeks of gender-neutral and equal paid parental leave, to continue to create an equal, inclusive and forward-thinking workplace.

Career Opportunities

During 2022, hiring and onboarding for key roles across IOC was essential to ensure we achieved our 2022 plan and prepared for future years with key skillsets. The focus was both on heavy equipment operators and skilled tradespeople, as well as technical and leadership roles.

We will continue to focus on improving our diversity and ensuring that our workplace represents the communities in which we operate, with particular importance given to hiring women and people from Indigenous communities.

Summer Student Employment Program

In the summer of 2022, IOC welcomed students at both the Labrador City and Sept-Îles sites.

- These students worked in a variety of areas and roles at IOC, including driving haulage trucks and supporting operations in the plants and at the terminal. They also helped with a number of staff roles.
- The summer student employment program helps us continue safe production throughout the peak holiday season and is considered an important way to attract future talent while providing much appreciated income to students for their continuing studies.

Number of students in the summer student employment program





Skills Development Program

The Supervisor leadership development program (SLDP) is critical for developing and preparing supervisors for a successful career at IOC. It is a core part of our leadership development offering as we continue our commitment to developing leaders across our business. The SLDP is run on an annual basis in both Labrador City and Sept-Îles, in partnership with the local colleges.

IOC has had a long-standing partnership with the College of North Atlantic. A recent highlight of our partnership was the introduction of an electrical skills upskilling program, with the first participants graduating in November 2022. The program was well received and will now be offered on a more regular basis from October 2023 in Labrador City.

We continued to pursue our partnership with the Cégep de Sept-Îles RAIL Centre of Expertise regarding R&D and training in the rail industry. This collaborative effort between the teams from the Centre and IOC is aimed at meeting the company's real needs in this strategic area of our operations.

Partnership with Unions

IOC continues to partner with unions to improve engagement, transparency and problem-solving processes. In November 2022, the collective bargaining process commenced with the United Steel Workers (USW) who represent employees in Labrador City and Sept-Îles. All parties aimed to reach a new agreement by 28 February 2023, the expiry date of the current agreements, and to do this in a mutually respectful manner.

Employees

Employee Well-Being

Evolving IOC's culture is of critical importance to us, and several programs support this goal. The backbone of our leadership development is a tailored coaching program integrated into our leadership-in-the-field coaching practices. In addition, we have begun the rollout of the Safe, Caring, & Inclusive Workplaces program that was created to support leaders in better identifying employees who need help and in demonstrating care for them.

Training

Employee training fosters the development of the skills that we need to remain competitive in the mining industry of tomorrow.

Training hours in 2022



Highlights

Seven employees successfully completed the electrical skills upskilling pilot program at College of the North Atlantic

Continued exploration of virtual reality training for high-risk jobs

New training simulators for Labrador City (grader, loader, excavator, crawler, articulating haul truck, rubber tire backhoe)

Start of Leader as a coach training program

Leadership essentials online training modules

Partnership with Cégep de Sept-Îles RAIL Centre of Expertise established for carman training

Supervisor Development Program (SLDP)

Employees

Providing all employees with a healthy and safe work environment is an ever-present goal. It is vital that everyone who works at IOC returns home safe and healthy every day through our commitment to Safe Production.

Over the past few years, IOC has engaged employees from across the operations to join us in this commitment. In 2022, IOC proudly launched a biannual HSEC Expo to showcase to both our employees and contract partners ways in which we can learn and use the various tools that keep us safe. Over 1400 employees participated in the event.

Everyday Respect at IOC

IOC is committed to ensuring that our people feel safe, respected and included at work. The Everyday Respect Report, an external independent review of employee experiences across Rio Tinto globally, published in February 2022, highlighted the need to address bullying, sexual harassment and racism at our workplaces. As part of the Rio Tinto Group, we are committed to addressing all the recommendations of the Everyday Respect Report over the coming years in a way that will be impactful and sustainable for our people at IOC. In 2022, we focused on:



- **Digesting and discussing the report and its findings across IOC.**
- **Leading training focusing on leaders' responsibilities, as well as prevention of and response management to harmful behaviours in the workplace.**
- **Completing a high-level study of the state of our facilities and addressing urgent rectifications required.**

Courage to Care



Since 2019, we have enhanced our health and safety culture by implementing the Courage to Care program. The aim of this initiative is to improve our safety culture by getting workers more involved in prevention, risk awareness and the decision-making process involving risk reduction in their areas. A number of achievements were made in 2022, making it possible to eliminate and reduce risks, while having an impact on the engagement of our workforce.

- **Mine:** When handling rock box pins, workers would often stand and lean over a ladder or on the tires of the haul truck. This created a potential risk of fall from heights and the possibility of a fatality. A rock box standard operating procedure was integrated to include the use of a scissor lift or scaffolding when performing this task.
- **Concentrator:** When checking sumps, workers were exposed to a potentially fatal fall because there were no cages around the ladders. The sump ladders have all been fitted with back scratchers to prevent falling backwards off the ladder.

- **Ore delivery system:** Several risks were identified when installing and removing the ore delivery system equipment guards. Workers had difficulty handling heavy sections, removing each piece and putting everything back together. The new guard installed on the loading chute is much more user friendly. The interchangeable panels are much smaller. All the panels are built the same way and are much easier for workers to manage.
- **Pellet Plant:** On an induration machine, the old scaffold and deck were removed, and a new platform was installed.
- **Communication and signals:** When conducting verifications and making adjustments during switching, a technician must place a chock between the rail and the stock rail several times. The technician must be positioned between or near the rails to hold the tool in place, resulting in repeated exposure to risks of pinching, crushing or tripping, or getting caught in the equipment. With the acquisition of a new work tool, the technician can now place the tool on the rail and step away during the switching.
- **Sept-Îles Laboratory:** During distilled water equipment maintenance, technicians had to go up to the laboratory attic and straddle the building mechanics to do the maintenance, all with the help of a temporary ladder. We have purchased new reverse osmosis water purification equipment and chosen a safer location.
- **Terminal:** During a simulation exercise in fall 2022, we noted that people on site did not know how to respond to a man overboard situation at the dock. Following the simulation, IOC and our tugboat operators conducted a review. We revised the procedure and presented it to operators, terminal managers and shipping agents to get their feedback. We also had a discussion with terminal managers to add a section to the procedure for subcontractors. The final version of the procedure was presented to the teams, and we will be conducting more man overboard simulations.



Employees

Safe Production System

IOC is one of the pilot sites for the launch of the Rio Tinto Safe Production System (SPS) ; one of the first handful of Rio Tinto operations internationally where this is being rolled out. SPS is a very important part of IOC's strategy. It will help us both fix the basics and operate our assets at their full potential.

The aim of SPS is to apply Rio Tinto's best systems across these sites. It is an approach based on our values, which motivates employees to really make things happen. The program also includes a section that focuses on the mindsets and behaviours.

In 2022, SPS successfully rolled out key Work Practices in parts of the Concentrator. The project team collaborated with people from different roles to design and implement improvements to resolve targeted issues.

In 2023, we will begin rolling out SPS at the Pellet Plant and Loadout. SPS will eventually be deployed across the company.

A Phased Approach

Diagnostic Phase: Where we ask questions, make observations and speak with people on site to enable us to understand the readiness of the people and operations to change and the biggest opportunities to tackle during deployment.

Launch Phase: During this phase, we are defining and deploying the SPS elements that we identified in the Diagnostic. Throughout the Launch, we coach and interact with people to gather feedback so we can improve the implementation of work practices.

Sustain and Refine Phase: During this phase, we make sure that the changes we've implemented continue and are expanded to other areas.

The SPS approach involves continuously adjusting based on feedback and refining how we do things so that the changes can be scaled to a larger area or process.

Irritants Resolved

One of the SPS Work Practices is about listening to the people working on the frontline and empowering them to solve the problems that they face every day—especially the things that make their working environment more difficult, frustrating, less efficient and, above all, less safe.



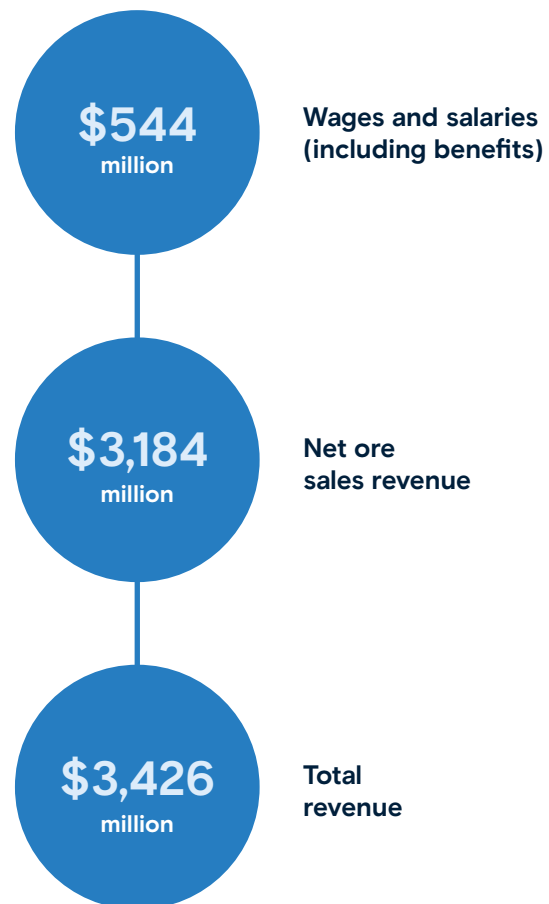
Economy



Financial Overview

In 2022, IOC contributed \$545 million in total payments to the federal, provincial and local governments, mainly through corporate income tax, municipal taxes, payroll taxes and customs duties.

Economic Breakdown for 2022



All values are represented in C\$ currency.

Strategic Projects and Initiatives

Our first step to reach our goals will be to improve our operating performance by fixing the basics and meeting our commitments consistently to have the capacity to grow.

FIX THE BASICS

Focus on the fundamentals to deliver on our safe production commitments

We've already taken steps to achieve this, including:

- Investing in closing our maintenance deficit
- Making targeted upgrades to debottleneck capacity in our operations
- Launching the Rio Tinto Safe Production System (SPS) at the Concentrator to strengthen our operating practices
- Strengthening the integrated operations centres
- All while continuing to improve our working environment

Key initiatives

- Continue aligning with the Safety Maturity Model (SMM)
- Improve effectiveness of asset management
- Roll out the SPS
- Implement recommendations from the Everyday Respect report

OPTIMIZE

Operate our assets at their full potential

Key initiatives

- Mitigate unscheduled losses
- Improve people productivity and operational efficiency
- Roadmap to 23 Mtpa

GROW

Expand our capacity through organic growth

Key initiatives

- Launch Capital Management Maturity Program
- Harmonisation of Major Projects, Project Management Office (PMO) and Sustaining Capital operating models

DECARBONIZE

Minimize the carbon footprint of our operations

Key initiatives

- Integrate energy efficiency into the way we work
- Identify other applications in process efficiencies

Environment

IOC ensures that its operations comply with applicable environmental laws and regulations.

Projects and Initiatives



Clean-up of an illegal dumpsite

In November, IOC conducted a clean-up of an illegal dumpsite at the IOC site near the tailings facility in Sept-Îles. The various residual materials recovered (e.g., scrap metal, wood and other waste) were sorted and disposed of appropriately.

Clean-up of old orphaned sites

For a third consecutive year, IOC-QNS&L partnered with First Nations of Quebec and Labrador Sustainable Development Institute (FNQLSDI) and some members of the Uashat Mak Mani Utenam community as part of its mission to rehabilitate abandoned outfitter sites along the QNS&L Railway.

To support the organization, a number of IOC-QNS&L employees assisted in planning the work, mobilizing and demobilizing heavy equipment, and providing containers for the safe management of hazardous residual materials. Additionally, IOC-QNS&L ensured that the residual materials generated by work along the track were recovered, transported by train to Sept-Îles and properly managed once they were unloaded in the yard at Sept-Îles.



Environment

Wabush Lake Fish Compensation Plan

In the early 2000s, the *Metal and Diamond Mining Effluent Regulations* (MDMER) required IOC to examine various options related to the management of mine tailings effluent to reduce suspended solids and turbidity within Wabush Lake.



IOC developed a Mine Tailings Management Plan (TMP) to mitigate red water by consolidating all the tailings discharges to

one area of the lake and adding flocculant to settle the solids within the designated tailings storage area.

IOC began lake surveys which included using hydroacoustic studies to determine fish populations and species. This 20-year monitoring program was initiated to study the impact of our efforts and demonstrate that the fish habitat in Wabush Lake had improved with the mitigations taken on site every year since 2006. This program also included studies on water transparency, primary productivity, benthic invertebrate community, and fish populations. Monitoring under the Fish Habitat Compensation agreement was done in 2008, 2009, 2010, 2013, 2016 and for the last time in 2021. The final 2021 report was submitted to Environment and Climate Change Canada (ECCC) and Fisheries and Oceans Canada (DFO) for their review. Since then, DFO has concluded that fish populations and primary productivity within Wabush Lake have increased and acknowledged IOC's successful work and monitoring to meet the goals of the 20-year monitoring plan.

Rehabilitation of the Western Dyke

– Tailings storage area

The Western Dyke is no longer used to manage mine tailings deposition within Wabush Lake and therefore is considered inactive. As part of the annual revegetation activities carried out to achieve progressive rehabilitation and in advancement of mine closure, IOC oversaw the design, development, and rehabilitation of 10.63 hectares by closing the Western Dyke.

The rehabilitated 10.63 hectares will help reduce fugitive dust from our tailings storage areas. The scope of work involved design, development and re-sloping at a 5:1 ratio. Three hectares were lined with rockfill to reduce erosion and divert water run-off, and 10.63 hectares were reclaimed using hay and poultry manure, and then seeded with various seed mixtures.

Three years of agronomic assessments will commence in summer of 2023 to monitor growth rates and ensure ecological restoration was a success.



Biodiversity Conservation



Bank Swallow

The Bank Swallow (*Riparia riparia*) is known in the Labrador West region and found on IOC property. This species is listed as threatened by the Committee on the Status of Endangered Wildlife in Canada (COSEWIC, 2013), in

the Species at Risk Act (SARA, 2017) and in the Newfoundland and Labrador Endangered Species Act (Government of Newfoundland and Labrador, 2022). Bank Swallows are particularly susceptible to the incidental destruction of nests and nestlings during mining operations, given their predisposition to nesting in the steep sides of the mine pits, stockpiles and slopes.

We are committed to minimizing the destruction of Bank Swallow nests on IOC property through a comprehensive monitoring and mitigation strategy. Efforts with this species began in 2019 with the development of a Habitat Suitability Index (HSI) and mapping depicting locations across IOC conducive to Bank Swallow nesting, according to several variables. In 2022, efforts were expanded to conduct field surveys of all high probability areas. In addition, guidelines were developed to facilitate operators and IOC staff in the preservation of nests and the preclusion of nesting in high-risk areas.

Ducks Unlimited – Labrador West Chapter

At IOC, we have built strong partnerships with community organizations whose values are like our own, and the Labrador West Chapter of Ducks Unlimited Canada certainly fits this bill. Together we are working toward environmental sustainability by learning about best practices and technologies, taking action and fostering collaboration.

And it is in environmental sustainability that our sponsorship supported the organization's four major initiatives:

- **Duck nest box program**
- **Trail enhancement**
- **Educational signage**
- **Youth programming**

We are proud to partner with the Labrador West Chapter of Ducks Unlimited Canada as they are one of the leading volunteer committees of this organization in the country.

Ducks Unlimited Canada plays a key role in protecting and conserving biodiversity in our community, and together we are making a difference.



Environment



Osprey nest

In the spring of 2022, an osprey nest was observed on a pole of the power line supplying the equipment on Dock no. 1 at our Sept-Îles facilities. Nests on power lines pose several major safety, fire and operational risks. To eliminate these risks, dedicated environmental, operations and high-voltage teams at IOC assessed the possible options and made the decision to build a new power line section to preserve the nest.

This initiative is part of our biodiversity conservation efforts and allows ospreys to safely nest in the same place for years. This made our amateur ornithologist employees very happy!



Biodiversity Wetlands Education Program

Because you're never too young to be environmentally conscious.

Members of our Environment team visited the Grade 4 classrooms of J.R. Smallwood Middle School

in Labrador West to highlight the importance of biodiversity and share insights about the work they do.

IOC's annual Biodiversity Wetlands Education Program is designed to correspond with the Healthy Habitats science curriculum at J.R. Smallwood Middle School.

The presentation on wetlands was an interactive approach that demonstrated and explained the various types of ecosystems and what contributes to a healthy ecosystem based on living and non-living organisms, while focusing on biodiversity and sustainability. After the presentation, time was spent on reviewing and doing some fun activities. The classes were given wooden biodiversity journals and tree planting kits to take home.

Environment

Greenhouse Gas Emissions Performance and Reduction Targets



Energy & Greenhouse Gas (GHG) Dashboard

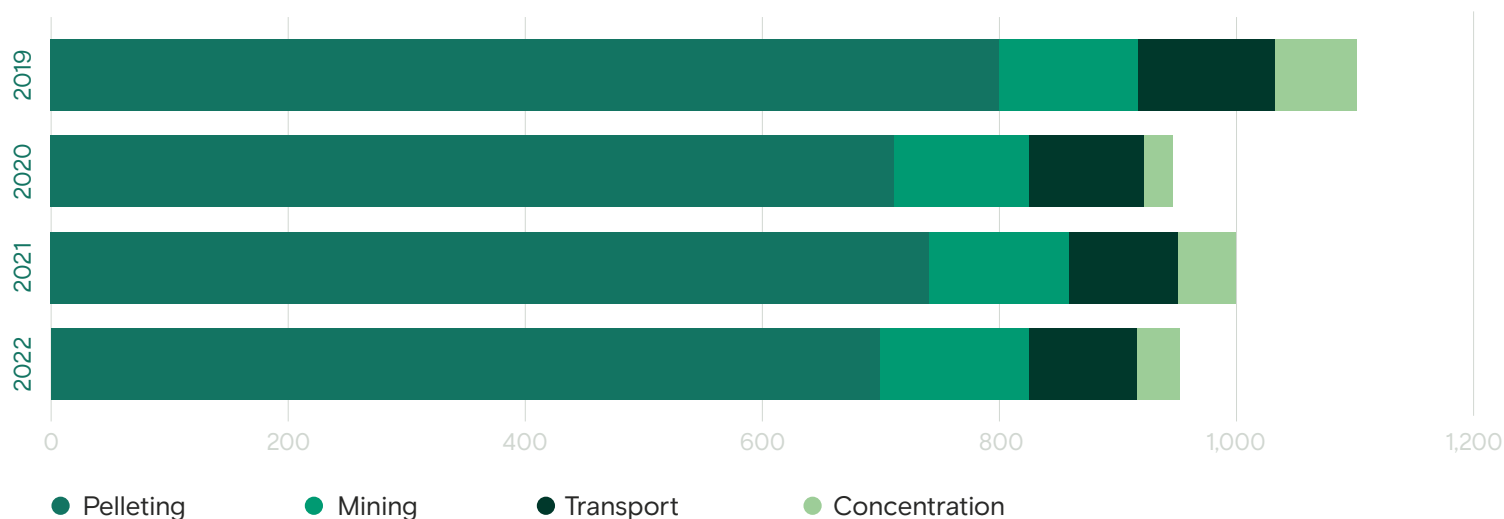
To monitor performance against the IOC Energy Efficiency Program, IOC developed a detailed Energy & GHG Emissions Dashboard. It displays information that includes past and current performance. It unites data sources for a consolidated view into our GHG performance status and how we are performing against our key performance indicators.

To raise operators' awareness and help them understand the factors that affect GHG performance, specific pages were developed in cooperation with employees from different areas, namely the induration furnaces mill and haul truck areas. This project was deemed eligible for an R&D tax credit for 2022.

2022 GHG Emissions Intensity

Product	Unit	Target	Result	Difference
In Pit Mining	kg CO ₂ eq/kt	1313	1341	+ 2.09%
Concentrate	kg CO ₂ eq/kt	1100	813	-35.30%
Pellets	t CO ₂ eq/kt	55.9	58.5	+ 4.44

Total IOC GHG Emissions





2022 Performance Data

Table 1: Performance data

Environmental Stewardship	
Energy use (MWh)	4,531,734
Absolute greenhouse gas emissions (Scope 1 and 2) t CO ₂ eq	965,677
Emission intensity t CO ₂ eq/tonnes of total saleable product	0.0555
Land rehabilitated ha	43.3
Social Well-Being	
All injury frequency rate (per 200,000 hours worked)	0.50
Lost time injuries	6
Medical treatment cases	15
New cases of occupational illness	8
Number of employees exposed to an 8-hour noise dose above 85 dBA	616
Community advisory panel or similar community meetings	5
Economic Prosperity	
Number of employees	2,961
Community investments	\$1,200,000
Municipal, provincial and federal taxes	\$545 million
Sales	\$3,184 million
Sales (including QNS&L Railway)	\$3,426 million
Salaries and benefits	\$544 million

All values are represented in C\$ currency.

Environment

Environmental Certification Programs

Towards Sustainable Mining

Towards Sustainable Mining (TSM) is a program developed by the Mining Association of Canada (MAC) to improve the industry's social and environmental performance. As a member of MAC, IOC adheres to its guiding principles and is committed to the implementation of extensive management processes in the MAC's TSM performance areas.

- | | |
|------------|--|
| AAA | Excellence and leadership |
| AA | Integration into management decisions and business functions |
| A | Systems/processes are developed and implemented |
| B | Procedures exist but are not fully consistent or documented |

Table 2: TSM performance indicators

Aboriginal & Community Outreach	2022
Community of Interest (COI) Identification	AAA
Effective COI engagement & dialogue	AAA
Effective Indigenous Engagement and Dialogue	AAA
Community Impact and Benefit Management	AAA
Energy & Greenhouse Gas Management	2022
Emissions Management	AAA
Reporting System	AA
Performance Targets	B
Tailings Management	2022
Tailings Management Policy & Commitment	A
Tailings Management System	A
Assigned Accountability & Responsibility	A
Annual Tailings Management Review	A
Operations, Maintenance and Surveillance	A
Safety & Health	2022
Commitment and Accountability	AA
Planning, Implementation	AA
Training, Behaviour & Culture	AAA
Monitoring & Reporting	AA
Performance	AA
Biodiversity	2022
Commitment, Accountability & Communications	AA
Conservation Planning & Implementation	AA
Reporting	AA
Water Stewardship	2022
Water Governance	A
Operational Water Management	A
Watershed Scale Planning	AA
Water Reporting & Performance	B
Crisis Management	2022
Preparedness	Yes
Review	Yes
Training	Yes

Communities and Social Performance

We are committed to working in partnership with stakeholders to promote measurable and sustainable benefits for communities. Our activities in 2022 included supplying more than \$1,200,000 to local organizations providing services and programs that support community prosperity and socio-economic sustainability.

We are extremely proud to have pledged \$100,000 in support of the new Family Time Park at Ronald McDonald House NL in St. John's. The new space will provide both physical and mental wellness benefits for sick children and their families by improving their experiences with a fun, accessible and safe place to interact. Ronald McDonald House NL has been very important to the communities of Labrador West, IOC and our employees since it opened its doors, with many of our own employees and community members using its services.

We were pleased to sponsor the Labrador West Iron Fest. At IOC, our partnerships represent a shared commitment of taking care of our people and our communities. It is important to bring our community together and to give it something to look forward to. The festival included a family drive-in bingo, the Great Benjamin Circus show, a large outdoor concert with local Newfoundland and Labrador bands, as well as a seniors' luncheon. The festival included events for all ages and was a great success! We were also a proud sponsor of a multicultural snowshoe/ski event in partnership with the Association for New Canadians (ANC) in Labrador West. The event promoted multiculturalism through the joy of winter sports and was many participants' first-time taking part in any type of winter activity.



In Sept-Îles, we were the main partner of Réseau du sport étudiant du Québec (RSEQ) - Côte-Nord, attending the provincial youth volleyball championship and taking part as a jury member for the organization's gala, which aims to promote perseverance and excellence and to highlight the educational and athletic values of the student network in our region. In addition, the Centre for Industrial Port Expertise (CEIP) and the Port of Sept-Îles hosted the very first Enviro-Actions Day 2022, in which IOC was a major partner. The public was invited to an information and awareness day on the preventive environmental actions implemented in industrial port areas to preserve the ecosystem of the St. Lawrence and Saguenay rivers.



We were proud to sponsor and take part in the Mineral Resources Review 2022 Conference in St. John's, Newfoundland and Labrador. There was great cross functional representation from many departments. The Mineral Resources Review week concluded with a women in mining session called "Diversity and Inclusion: Addressing This Together." The session consisted of a panel discussion on equity, inclusion, and diversity plans, followed by a speed networking session with many leading and supporting companies in the mining industry.

After two years of COVID-19 restrictions, IOC Family Day in Labrador City and Sept-Îles was held once again in person with "Wellness" as the theme for the day. It was a great opportunity to thank employees and their families for their dedication through a fun celebration. There were many activities such as a wellness wall, a FireFit demonstration, yoga sessions, mine tours, traditional Indigenous remedy booth, door prizes and much more to the delight of the many participants.



We are committed to continuing the reconciliation process with our Indigenous partners. We want to build trust with host governments, First Nations peoples and individuals within the community by sharing successes, learning from others, and providing our own insights transparently. This is our social licence to operate. Through the ongoing implementation of agreements with Indigenous partners, we are committed to sustainability, diversity, and supporting Indigenous peoples with a focus on access to training, education, employment, and business opportunities.

To follow the path of reconciliation, as part of National Indigenous History Month, we celebrated National Indigenous Peoples Day on June 21 by organizing special events at both sites. Employees were invited to come out to the traditional tents set up to taste some traditional dishes such as bannock with cloudberries, foods that are an important part of Indigenous culture. We also marked the National Day of Truth and Reconciliation with employees on September 30th.

We were proud to have supported one of the largest Indigenous music and art festivals in North America, the Innu Nikamu Festival. The event provides an exceptional platform for artists who promote unique cultures, values, and languages. For 38 years, the Innu Nikamu Festival has allowed people to connect through the music and art of many Indigenous artists. We also awarded five scholarships in partnership with the Innu Takuaihan Uashat Mak Mani Utenam annual graduates' gala highlighting secondary and postsecondary graduates.

Acknowledgments

The achievements discussed in this sustainable development report would not be possible without the commitment and outstanding work of our people. IOC would like to thank all its employees for their tremendous efforts in upholding health, safety and environment standards each and every day.

We also wish to thank all our stakeholders, in particular the contractors, citizens and municipal councils of Labrador West and Sept-Îles, the federal and provincial governments, and our partners in Indigenous communities.

Thank you!

We want to hear from you

Please feel free to email us at **00.IOCfeedback@riotinto.com** to provide us with feedback about our social, economic and environmental performance.

Your ideas, questions and comments will help us improve our practices.



