

Our Engagement

Our *Engagement Booklet* reflects our most recent achievements with respect to the environment, safety and local communities. It is intended for our employees, our contractors and our partners in Nunavik.

A new array of photovoltaic solar panels was added to the Raglan Mine site in the summer of 2021. An initiative of Tugliq Energy, the project's objective is to assess the performance of solar energy production in Canada's Far North.

2021

IN THIS BOOKLET...

SOCIAL AND COMMUNITY ENGAGEMENT
ENVIRONMENT
ARRIVAL OF ARVIK I
SAFETY
AND MORE!



*The Raglan Mine management team (left to right):
Jean-François Leroux, Amélie Rouleau, Christian Simard, Jean Turcotte,
Pierre Barrette, Jean Drolet, Martin Dumont, Jean-François Verret, Laurent Vivier.
Missing from photo: Dean Carroll.*



I am excited to present this 6th edition of the Engagement Booklet, which lays out our most recent initiatives in social, community and environmental engagement, as well as in safety.

Like its predecessor, 2021 was marked by a global pandemic. Nevertheless, thanks to the resilience and efforts of our teams, it did not keep us from continuing our operations. I am particularly proud of the achievement of Mining Project 8H (MP8H), delivered with the help of a majority of Inuit suppliers.

It is also remarkable to see the diversity of social and community programs offered by our host communities, which we have supported in recent months. More information on these activities can be found on pages 6 through 9.

In early summer, the arrival of the *Arvik I* received a joyous welcome. Its environmental effectiveness is to be commended. In a similar vein, we are continuing to implement initiatives to meet our waste reduction target, as you will see in the Environment section.

In conclusion, it is a source of great pride to see that, together, we are making the health and safety of our workers a top priority, as illustrated by the significant awards received in this field and presented on page 14 of this booklet.

Happy reading!

Pierre Barrette, P. Eng.
Vice President

Raglan Agreement

It was in 1995, two years before we started mining, that the Raglan Agreement was officially established. Drafted in accordance with the provisions of the James Bay and Northern Quebec Agreement, it summarizes the agreement between Makivik Corporation, the northern villages of Salluit and Kangiqsujaq, supported by their respective landholding corporations, Qaqqalik LHC and Nunaliqtur LHC, and Société Minière Raglan du Québec Itée (Raglan Mine).

Ensure the **safety** of all employees and people active on the land.

Promote the **efficient and environmentally responsible** development and operation of Raglan Mine.

Ensure that Inuit benefit directly from the **socio-economic opportunities** during the working life of Raglan Mine.

Raglan Agreement Commitments

Promote **employment** of Inuit beneficiaries.

Provide financial provisions to ensure **direct economic benefits** to Inuit beneficiaries.

Ensure **ongoing collaboration** between Raglan Mine and Inuit stakeholders.

At Raglan Mine, each department is committed to meeting or exceeding the commitments we have made to local communities as set out in the Raglan Agreement.



Inuit Businesses at the Heart of Our Growth

With MP8H officially completed this past June 30, we can now pursue Phase II of our operations. In accordance with Chapter 6 of the Raglan Agreement, it is our responsibility to promote the use of Inuit-owned businesses during the development, construction and operation phases of Raglan Mine.

The completion of MP8H makes us all the more proud because it was delivered with the help of a majority of Inuit suppliers, such as Redpath Nuvumiut, Master Drilling, Kiewit Nuvumiut, Moreau Nunavik and Arngak Mining, to name but a few.

In 2021, Raglan Mine renewed or awarded **17 new contracts to Inuit companies, for a total value of \$90 million.**

Tamatumani

Supporting the sustainable economic development of the communities affected by our activities is achieved through, among other things, the creation of jobs for Nunavimmiut. This is where Tamatumani fits in.

Finally, Back in the Communities!

After an 18-month break, the Raglan Mine delegation gladly resumed its face-to-face recruitment activities in the communities of Salluit and Kangiqsujaq last October*.

* Our visit was completed several weeks before the rise in COVID-19 cases in the region began.



Members of our delegation (from left to right): **Samwillie Grey Scott**, Assistant Superintendent – Tamatumani; **Jeannie Puxley**, Inuit Recruitment Advisor – Tamatumani; **Pascal Proulx**, Supervisor – Surface Services; and **Véronique Decoste**, Coordinator – Community Relations

What Is Tamatumani?

Established in 2008, Raglan Mine's Tamatumani ("second start" in Inuktitut) program aims to attract and retain as many Inuit workers as possible. It manages the entire staffing process while providing technical and basic training, as well as supporting the integration of new Nunavimmiut employees.

Amount spent on the Tamatumani program since its inception in 2008.

\$42
MILLION

23 people are currently enrolled in the Tamatumani program.



Stope School

A training program for Inuit without mining experience who wish to become underground miners.



Mentoring

A service tailored to an array of trades, designed to match an Inuit employee with an experienced employee to support them in apprenticeship in the trade.



Essential Skills Development

A program that supports Inuit employees in developing job skills based on their needs, such as reading and writing, math, computer tools, and so on.



Rapid Inuit Development and Employment (RIDE) Program

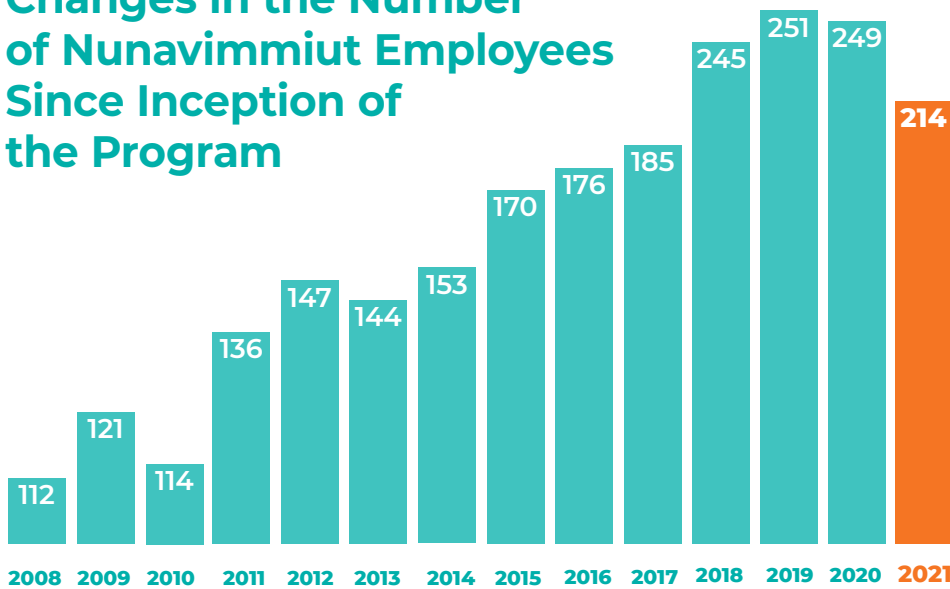
This program is designed to accelerate the advancement of qualified and motivated Inuit to high-level positions.



Customized Training

Heavy equipment mechanics, operators, welders, etc. Tamatumani offers tailor-made training that empowers Nunavimmiut to achieve their ambitions.

Changes in the Number of Nunavimmiut Employees Since Inception of the Program



In 2021, Nunavimmiut employees represented 19% of the mine site's workforce.

Despite the pandemic, many people were able to continue their training.

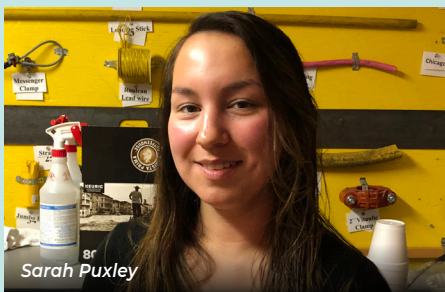
This includes three apprentice miners from Salluit: **Yhonny-Arnaituk Pauyungie-Caron**, **Sarah Puxley** and **Thomassie Padlayat**.



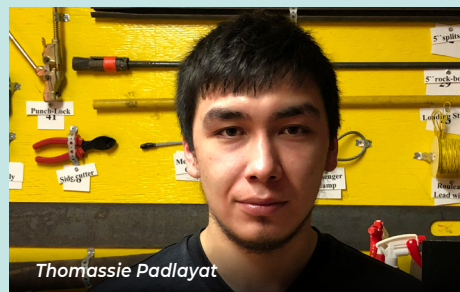
Yhonny-Arnaituk Pauyungie-Caron



Previously a liaison officer in the Salluit community, **Anna Angutigirq** chose to take on a new challenge by becoming an apprentice technician on the Communications, Public Affairs and Community Engagement team.



Sarah Puxley



Thomassie Padlayat

Raglan Education Fund

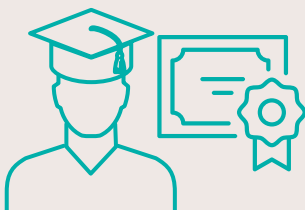
Through the Raglan Education Fund and in accordance with the Raglan Agreement, we award a minimum of \$50,000 annually in scholarships to Nunavik students who pursue post-secondary, college or university studies.

In 2021, the fund supported 13 Nunavimmiut students, as well as the following projects:

- Municipality of Kangiqsujuaq **literacy Training**;
- Kangiqsujuaq **Youth Activities Program**, including a 15-student school trip to Pingualuit Park;
- **Camp Aquimaniq**, organized by the Salluit Family House, where more than 200 youths had the opportunity to live outdoors and learn more about ancestral Inuit traditions.



*A recipient of one of these scholarships, **Leanna Angnatuk** graduated as a mechanic in Kuujuaq in 2021. Through Tamatumani, she is currently participating in the Raglan Mine Heavy Equipment Mechanic training program as a permanent employee. Congratulations and welcome, Leanna!*



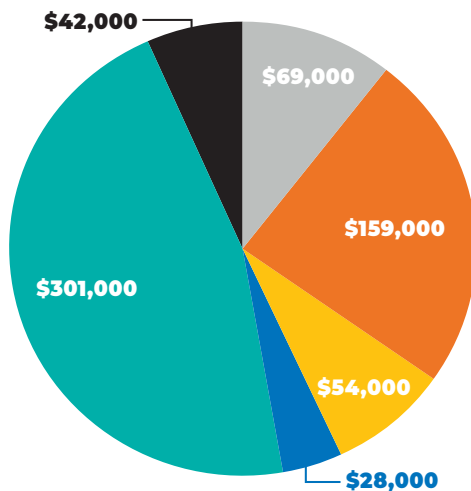
Social and Community Engagement

Our social and community engagement efforts contribute to maintaining equitable relationships with our employees, Nunavimmiut, and the other communities of interest we work with.

Making a Difference

In 2021, \$653,000 was provided to support initiatives that benefit Nunavik communities.

Distribution of Financial Contribution by Theme in 2021:



EDUCATION

\$69,000

- Raglan Education Fund
- Mining Matters

HEALTH

\$159,000

- Akkivik Projects
- Pingngupaa Challenge
- Glencore COVID-19 Community Support Fund

CULTURE

\$54,000

- Projects that promote the transmission of traditional knowledge to community members

SOCIAL

\$28,000

- Akkivik Projects
- Financial support for workshops, seminars, school competitions, etc.

ENVIRONMENT

\$301,000

- Research and Development (Research Institute on Mines and the Environment and TERRE-NET)

OTHER

\$42,000

- Donations (goods and services), including shipping by boat for communities

Introduced in 2021, a survey of our stakeholders will be conducted every three years to assess their perceptions of Raglan Mine's social, environmental and community engagement activities. This initiative will allow us to identify areas for improvement and will guide our financial support for the various social projects in the communities.

The survey results identified three priorities that we will be working on, starting in 2022:

- 1 Improve communication with communities about environmental impacts and our activities in general;**
- 2 Create opportunities to better support our Inuit employees and enhance their long-term engagement;**
- 3 Improve our communication regarding our grievance process.**



Akkivik

Akkivik, meaning “give a leg up” in Inuktitut, is a donation selection program which began in 2018, with representatives from Salluit and Kangiqsujuaq, as well as Raglan Mine. It supports projects that seek to provide direct and long-term social and economic development in our two host communities. Here is an overview of the projects supported in 2020:



Men’s Breakfasts • Mianirsivik Family House hosts morning meals with guest speakers twice a month for the men of Kangiqsujuaq in order to improve their sense of inclusion and well-being.



Iqitsivik Family House • This Salluit-based organization offers a variety of programs for the benefit of the village’s children and their families. In an effort to preserve the knowledge of traditional activities such as hunting, they organized a summer camp where 87 children went inland.



Nirivik • In an employment preparation course, students learn how to manage cooking tasks by preparing healthy snacks for their fellow students at Arsanig School in Kangiqsujuaq.

Giving in Other Ways

Every year, we offer our host communities several types of non-monetary contributions, such as:

- Deception Bay **runway cleanup** for 15 landing requests;
- **Assistance with vehicle repairs** in exceptional situations;
- **Donation** of personal protective equipment (PPE) to Salluit first responders and blankets distributed to village residents;
- **Participation in two search** and rescue requests in Salluit;
- **Equipment catalogue** (Right of First Refusal program).

The Right of First Refusal program gives our stakeholders priority access to Raglan Mine’s surplus equipment that is no longer requires. Recently, we have introduced a catalogue that will make it easier for our partners to select the items they want.

We Are Here to Help Our Partners!



Through the Glencore COVID-19 Community Support Fund, we have also provided food donation boxes to families in our two host communities this fall.



From left to right: **Naina Kiatainak** and **Barbara Papiगतuk**, respectively former liaison officer and former assistant manager of Salluit, during the blanket distribution in this village.

In 2021, Raglan Mine Also Supported Its Host Communities With Various Activities:



Nina and Anna, Salluit liaison officers, were at the starting line to cheer on the participants!

Fishing With Salluit Elders

The Salluit elders' fishing trip to Lake Pangaligiak (François-Malherbe) is important, as it allows the Sallumiut to reconnect with this traditional place. This year, in order to comply with COVID-19 restrictions, our contribution took the form of prevention, supply and communication actions focused on the importance of compliance with safety requirements at the mine site.

Ivakkak 2021

The 12 teams in this dogsled race had to travel 450 kilometres from Salluit to Puvirnituk in eight days in particularly harsh weather conditions. Fortunately, the flags installed around Salluit, thanks to the Akkivik program, helped participants find their way as they set out on their adventure. A number of people have expressed their satisfaction with these small flags and their interest in installing them in their communities.



Run to Remember

The traditional Raglan Run took on special meaning in 2021, as we ran and marched in commemoration of the legacy of residential schools in Canada.

At the end of the event, \$10,000 was donated to the Salluit and Kangiqsujaq youth centres to honour Indigenous youth, survivors, as well as their communities.



\$10,000 was given to the youth centres in Salluit and Kangiqsujaq.



Thank you to all of the participants of the 2021 Raglan Run.

Committed to the North and the South

While our main operations are based in Nunavik, we have also supported some initiatives in southern Quebec this year, including:

Glencore Arena and Rouyn-Noranda Huskies

Last September, it was with great enthusiasm that Glencore announced a major partnership with the Rouyn-Noranda Huskies major junior hockey team. In recognition of this collaboration, Raglan Mine participated in the inauguration of the new Glencore Arena (formerly the IAMGOLD Arena) and the first game of the Huskies' season!



Hockey, a passion shared by all of our employees!



Pierre Barette, Vice President of Raglan Mine, participated in the ceremonial puck drop of this first game of the season.



Labour shortages are affecting all sectors. Therefore, it is important for us to help the *Comité sectoriel de main-d'œuvre de l'industrie des mines (CSMO)* in promoting the mining industry and attracting new talent.



Two of our employees participated in a video shoot with the CSMO. The produced videos will highlight different careers in the mining industry.

*From left to right: **Winnie Shaw**, senior engineer, and **Véronique Gauthier**, chief geologist.*



Festival des **Guitares du Monde** en Abitibi-Témiscamingue

As a major donor partner, we proudly supported the 17th edition of the *Festival des Guitares du Monde*, which was held in a hybrid format from October 1–9 in Rouyn-Noranda.

Our Social and Community Engagement by the Numbers

In 2021, the pandemic prevented many of the planned initiatives from taking place. However, some were able to go ahead as planned, including:

8
meetings of the Mine Closure Sub-Committee

2
meetings of the Akkivik Sub-Committee

4
virtual meetings of the Raglan Committee

1
visit to the villages, coordinated by the Tamatumani recruitment team, where pre-interviews and several meetings were held

Environment

Acknowledging the complexity of the Arctic climate, Raglan Mine is committed to recognizing, measuring and understanding the potential environmental impacts of its operations and developing a mitigation plan. Raglan Mine promotes the proactive engagement of its stakeholders in order to better identify their concerns.

An Ongoing Mission

The *Fonds Restor-Action Nunavik*, created in 2007 by the mining industry and the governments of Nunavik and Quebec, aims to rehabilitate mining exploration sites abandoned by other companies in recent decades. To date, the majority of sites identified have been completely cleaned up. The remaining work continues this year and is mainly done by local people in collaboration with various companies, including Raglan Mine, as well as the regional and provincial governments. To see the scope of the work accomplished to date, consult the 2019-20 Activity Report, available here: <https://osiskogr.com/app/uploads/2020/07/AMS-report-2019-2020.pdf>

In 2021,
the two wind turbines
helped save:



Nearly

10,000
tonnes of greenhouse
gases (GHGs)



Over

3.5
million litres
of diesel



The equivalent of

2,600
vehicles taken off
the road

A Successful Inspection!

The Ministère de l'Environnement et de la Lutte contre les changements climatiques (MELCC) and the Kativik Regional Government (KRG) have stated that they are satisfied with the progress of our activities following their annual inspection of our operational and project sites. No instances of non-compliance were raised and several positive points were noted, including the rigour and conformity of our practices and the general cleanliness of the site.



**Raglan Mine
renewed its
ISO 14001
certification
this year.**

This internationally recognized standard establishes the requirements for an environmental management system and helps us improve our performance.

2021 Environmental Goals

Results as of November 15, 2021

1 Spill Management

1.1 Reduce by 50% pulp spills outside the concentrator associated with the coarse ore bin



Two spills occurred at the concentrator early in the year, when the action plan was not yet in place. The plan was implemented with the modification of all bins in February and the trommel during the concentrator shutdown last March. Since then, no further spills have occurred.

2 Increasing the Energy Efficiency of Our Operations

2.1 Reduce the annual greenhouse gas (GHG) emission intensity factor associated with our nickel production (tonnes of CO2 eq/tonnes of ore processed at the concentrator)



The objective is to define a reliable indicator to measure the energy efficiency of all sources of greenhouse gas emissions, except those generated by projects (e.g.: MP14, MP8H). Marine and air transportation are also excluded.

3 Minimizing Dust Generation

3.1 Work with communities to develop a management plan for the dust generated by our road and airport transportation activities.



Stakeholder representatives are now known. The next step will be to set up a meeting with them and Raglan Mine representatives to establish an action plan.



In 2020, one of our goals was to determine the most optimal scenario for managing dust at Donaldson Airport. Following inconclusive tests with water, which produced undesirable effects on aircraft engines, we are currently trying out a new product on a portion of the runway. Over the coming months, we will be able to assess whether it remains effective despite our harsh winter conditions.

4 Reducing or Recovering Our Waste

4.1 Reduce our waste by 50% by 2030



The collaboration of our employees and partners makes a big difference in achieving this goal. For instance, our employees have come up with an alternative approach for the disposal of booms, which are nets used to contain potential oil spills on water. The proposal made to American Iron and Metal company (AIM) to give the booms a second life will result in the metal being recycled and the other materials being resold and used for the daily capping of a landfill site or for their energy properties in a Quebec cement plant.



4.3 Improving waste management for the production of cemented rock fill



Cemented rock fill is made using cement that arrives in giant one cubic metre bags. These bags are now transported more efficiently: on the way in, they are grouped in containers instead of being handled individually. On the way out, the empty bags and pallets are sent south for recycling instead of being burned or buried at the mine site.

4.2 Eliminating plastic and aluminum for take-out meals



Almost all aluminum dishes have been eliminated and replaced by biodegradable ones. Plastic was also substituted with biodegradable materials for disposable plates intended for desserts and cold cuts.



A Well-Planned End

While we plan to continue our operations for at least 20 years, we have been working since 2018 to develop a socially and environmentally acceptable closure plan in close collaboration with local Inuit communities. The subcommittee includes Inuit partners from Salluit and Kangiqsujuaq, representatives from Makivik Corporation and Raglan Mine, as well as engineering and social science experts.



This 3D mock-up was presented to communities to allow them to see what the tailings facility looks like today, as opposed to the planned rehabilitation after the mine closure.



Anna Angutigirk, Apprentice Technician, Communications, Public Affairs and Community Engagement department.

A micro-program in mine site rehabilitation was launched in the fall of 2021 by the Université du Québec en Abitibi-Témiscamingue. Open to all members of the Mine Closure Sub-Committee, its objectives include integrating Inuit traditional knowledge into actual mining activities and addressing government approaches to environmental protection and biodiversity conservation.

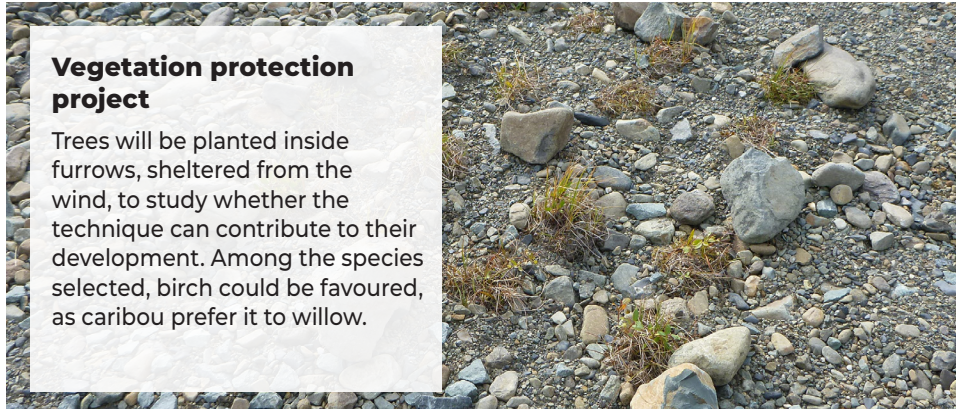
Research and Development

The Research Institute on Mines and the Environment (RIME)

contributes to the development of environmental solutions for the entire mining industry, from mining operations to rehabilitation. This year's projects include two that have the potential to contribute to improving our practices:

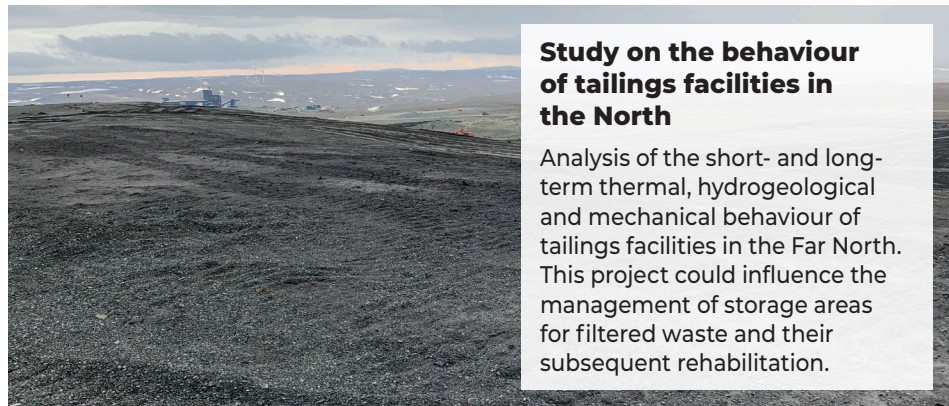
Vegetation protection project

Trees will be planted inside furrows, sheltered from the wind, to study whether the technique can contribute to their development. Among the species selected, birch could be favoured, as caribou prefer it to willow.



Study on the behaviour of tailings facilities in the North

Analysis of the short- and long-term thermal, hydrogeological and mechanical behaviour of tailings facilities in the Far North. This project could influence the management of storage areas for filtered waste and their subsequent rehabilitation.



TERRE-NET

Through RIME, we also support TERRE-NET, a network of academic researchers who provide expertise on social and community aspects of mine closure and restoration.

Arvik I

After several months of diligent work requiring collaboration from both sides of the ocean, we welcomed the new *Arvik I* ship to Deception Bay in mid-May



Doubled Efficiency

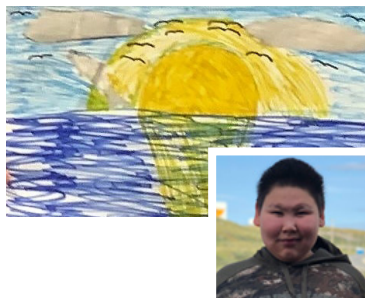
In addition to transporting concentrate to southern Quebec and shipping goods and equipment to the mine site that are essential to our operations, the ship will continue providing free transportation service for equipment from Salluit and Kangiqsujuaq communities when space allows.

In 2021, we transported the equivalent in commercial value of \$33,000 worth of equipment.



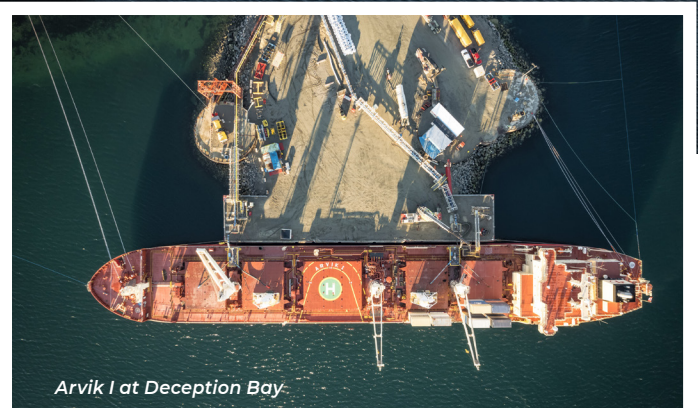
Green Retirement for the Arctic

It was critical for us to dispose of former *Arctic* ship in an environmentally sound, sustainable and safe way. The operation was completed last August by a European company specializing in the field.



Drawing Contest

Congratulations to **Jean-Michel Eetuk** of Salluit! As the winner of the drawing contest held to mark the arrival of *Arvik I*, he was awarded \$500 worth of sports equipment.



Arvik I at Deception Bay.

Ballast water allows vessels to navigate safely by adding weight to ensure that they float at the proper depth and remain stable. The new vessel uses JFE BallastAce, a modern ballast water management system. In addition to its high treatment performance, it prevents the migration of marine ecosystems and invasive species to Nunavik and minimizes the environmental impact of its activities.

With the increased loading capacity of the *Arvik I* and heightened team awareness of our environmental objectives, we have boosted waste recycling and revitalization by 30% in just four return trips to the port of Quebec City.

The celebrations surrounding the inauguration of the *Arvik I* have unfortunately been delayed due to the pandemic. That said, stay tuned, as we will mark the event as soon as the health situation permits.

Safety

For Raglan Mine, operating while ensuring the health and safety of its workers is a priority. We are committed to identifying and analyzing the risks associated with each task, validating the performance of critical controls, valuing safe behaviour and focusing on prevention.

56,000

This is the number of COVID-19 screening tests performed at the site since the beginning of the year.

Over the past few months, we have been recognized for our strong health and safety performance!



John T. Ryan Trophy (national)

Improved health and safety performance (mining and metals) in Canada. This is the second consecutive year we have received this prestigious pan-Canadian award.



F. J. O'Connell Trophy

Awarded by the Quebec Mining Association in the "Underground Operations - 400,000 Hours" category.

Table of preventive actions, objectives and results

Preventive action	Description	2021 Target	2021 Result
Incidents	Prevention of events with minor or major consequences.	2,200	✓
Unsafe conditions	Situations where a hazard has been corrected by an employee before an incident occurs.	16,500	✓
Achievements	Initiatives to improve the work environment.	140	✓
Stop Work	Any stoppage of work in progress that may pose a risk of injury or property damage.	150	✓
Behavioural observations	Verbal reminder to colleagues on the best practices to adopt for their safety.	15,200	✓



In total, our employees took

79,000

preventive actions in 2021!

By encouraging our employees to report and correct potential or actual hazards through a robust reporting and recognition program, Raglan Mine is taking action against workplace accidents.

News From Raglan

Connecting With the Rest of the World

The term “digital divide” is used to describe the unequal access to Internet for some individuals or territories. The Kativik Regional Government is trying to diminish this divide through a fibre-optic project. This project will connect Inuit communities on the east coast of Hudson Bay to undersea optical fibre, and connect the Raglan Mine site to marine and terrestrial optical fibre. Work is scheduled to begin in summer 2022 and slated for fall 2023 completion for Salluit, Raglan and Kangiqsuaq.

Descent to the intended junction point between the land and sea portions of the optical fibre, near the Deception Bay camp.

Raglan Mine is providing financial support to all project partners in order to widen the project's scope!

A Greater Role for Women

Raglan Mine is proud to have a growing number of women amongst its employees.



IN 2021 :

266

women work at Raglan Mine (employed directly by the company), for a total of

21%

of our workforce.

56

of them are based in the South and

210

are based in the North.

Among them are

119

Nunavimmiut, representing

45 %

of the women working at Raglan Mine!

Congratulations Samwillie!

Samwillie Grey-Scott, Assistant Superintendent – Tamatumani, is the first Inuk to become a manager at Raglan Mine. Last April, he won the CIM-Bedford Canadian Young Mining Leaders Award. The competition recognizes the outstanding achievements and remarkable potential of Canada's young mining leaders working around the world.



Obstacle course



Photo taken by Pier-Alex Marchildon, one of the winners of the photo contest.



Photo taken by Nadia Bergeron, one of the winners of the photo contest.

Leisure Time

The Leisure Committee plays an important role in the well-being of our workers. Recognizing the importance of these initiatives, Raglan Mine contributes 13% annually to the committee's budget.

Despite the challenges imposed by COVID-19 regarding the organization of activities, the 2021 programming had something for everyone:

- For athletes, an outdoor obstacle course, bike and skate rentals and the creation of a running club;
- For workers with an artistic side, a photo contest;
- For gaming fans, a video game tournament and a remote-controlled Mario Kart race;
- Board game nights, bingo and escape games were also held throughout the year to fill employees' downtime and bring people together!



Some of the photos in this issue of the Engagement Booklet were taken before COVID-19 physical distancing measures were introduced and may show people in proximity to one another.

Contact us

We welcome your questions and comments on our activities. Email us at commraglan@glencore.ca.

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Follow us



In this document, the names Inuk (singular), Inuit (plural), Nunavimmiuq (singular) and Nunavimmiut (plural) are used to respect usage in Inuktitut. The adjectival forms of these names used in English are, respectively, Inuit and Nunavimmiut.

RAGLAN MINE
A GLENCCORE COMPANY