

Our Engagement

The **Engagement Booklet** is an annual publication for our employees, contractors, and external stakeholders. It is the culmination of our most recent work to uphold our commitments to the environment, health and safety, and local communities.

The people we met with on our annual site visit for our local communities told us that the steps we've taken to reduce dust emissions from the roads have improved the situation. Everyone who uses the road has to be on board so that the people in our neighbour communities, who dry their fish along the road, can continue eating traditional foods.

2019

IN THIS BOOKLET...

COMMUNITY AND SOCIAL ENGAGEMENT
ENVIRONMENT
PREVENTION
AND MORE!



The Management team (from left to right): **Jean Drolet**, Director – Human Resources; **Jean-François Verret**, Director – Projects, Geology and Exploration; **Martin Dumont**, Director – Surface Services and Maintenance; **Jean-François Leroux**, Director – Concentrator Operations and Energy Production; **Christian Simard**, Director – Administrative Services; **Pierre Barrette**, Vice-President; **Jean Turcotte**, Director – Operations and Mining Engineering; **Laurent Vivier**, Director – Risks, Prevention and Emergency Measures; **Charles Levac**, Director – Environment; and **Amélie Rouleau**, Director – Public Affairs, Communications and Community Engagement. Absent in photo: **Dean Carroll**, Director – Aviation.

I am pleased to present this year's Engagement Booklet, which summarizes the sustainable development initiatives we have undertaken in 2019.

Various positive impacts have been felt this year. First, our ongoing commitment to local employment is reflected today in the presence, amongst our team, of nearly 250 Nunavimmiut. We have also contributed to improving safety on the land by supporting sea ice monitoring research and trail marking operations via our donation program. Finally, we have maintained a proactive approach to communications with our stakeholders, among other things, by

organizing an Environmental Forum in Kangiqsujuaq and two visits of the communities to our mine site, and by scheduling several meetings of the Raglan Committee and its sub-committees.

Many aspects of our engagement to sustainable development were recognized this year, as shown by the many awards received by Raglan Mine in 2019 and presented on page 12 of this booklet. These recognitions shine a spotlight on a very small portion of the efforts made by our people to attain such fine results!

Dear Nunavimmiut partners, employees and contractors, I wish to thank you all for your efforts.

These have contributed to our efforts to comply with the commitments undertaken by signing the Raglan Agreement, which will celebrate its 25th anniversary in 2020!

Pierre Barrette, Vice-President

Raglan Agreement

Signed in 1995, before the start of our mining operations, the Raglan Agreement is a document that summarizes the common agreement between the Makivik Corporation, the northern villages of Salluit and Kangiqsujuaq, supported by their respective landholding corporations – Qaqqalik LHC and Nunaturlik LHC – and Raglan Mine.

Respecting our commitments is **everyone's business!**

At Raglan Mine, each service is working to ensure that the commitments made to the local communities and formulated in the Raglan Agreement are respected, if not exceeded.



Community and social engagement

As part of our commitment to cultivating fair and strong relationships with our neighbour communities, we have rolled out various initiatives in 2019 to serve as a good corporate citizen and live up to the letter and spirit of the Raglan Agreement.



Welcoming community members on site

In June, Raglan Mine hosted 14 Salluimiut and Kangiqsujuaqmiut members at the mining site as part of the annual community site visit. This visit gives members of the neighbouring communities an opportunity to see for themselves what we actually do here and talk to us about our environmental practices. The group toured all our facilities including the tailings facility, wind turbines, Deception Bay, concentrator, core shack, and more. Visitors expressed satisfaction with their experience on the evaluations they completed at the end.



Some official members of the Raglan Committee surrounded by observer members.

The Raglan Committee

The Raglan Agreement makes the Raglan Committee THE principal forum for discussions of common interest and accountability to the Makivik Corporation and the local Inuit communities of Kangiqsujuaq and Salluit. The committee meets twice a year, but we try to meet more often (every quarter) to maintain a stronger ongoing dialogue.

- 2+2** regular (2) and extraordinary (2) Raglan Committee meetings
- 4** meetings related to the Akkivik donation program (see page 4)
- 2** meetings of the sub-committee on the mine closure plan
- 1** Environmental Forum (see page 8)



It makes me want to work here.

I look forward to coming back again!

Thank you. I will share what I experienced and saw and may have some suggestions.

I thought it was all very well planned. I loved the tour and would come again.

Glencore workers are nice people and are very experienced.

It was good to see inside for the first time.

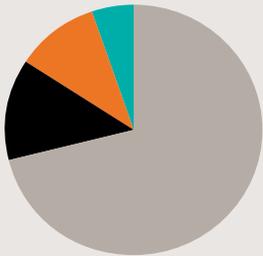


Nearly
\$600,000
 in donations were
 given in 2019

to support community initiatives
 and R&D to benefit Nunavik
 communities.

Here are some of them...

**Breakdown of Donations
 and Sponsorships by Area in 2019**



Environment
\$425,000

Education
\$78,000

Others
\$63,000

Health
\$30,000

Salluit elders fishing trip

This year we once again supported the Salluit elders' fishing trip to Pangaligiak Lake, between Katinniq and Deception Bay. It's an important event, in which the Salluimiut renew their ties with some of their traditional lands, and a wonderful chance for our team to spend time with them and learn new things. Thank you to everyone who took part.



**Raglan Mine
 on the run for
 Nurrait**

More than 110 employees and contractors braved the rain to come out and run or walk for Nurrait Jeunes Karibus on July 21, with Raglan Mine putting up \$5 for every kilometre logged. Thanks to your efforts, that came to \$5,000 for the organization, whose outdoor programs promote personal and social development among Nunavik youth.



**Akkivik :
 A leg up for Salluit
 and Kangiqsujuaq**

Akkivik is a new program established in 2018 to help with the startup of local projects that will deliver long-term benefits in Salluit and Kangiqsujuaq. Projects are selected by representatives from the community and from Raglan Mine.

Here are some of those supported
 in 2019:

Traditional skills

Local artisans in Salluit and Kangiqsujuaq received funding support from Akkivik in 2019 to preserving traditional skills and knowledge, a key part of keeping Inuit culture thriving. The Sewing Centre is another supported project that sets the stage for further entrepreneurial initiatives.



Honouring the past

The cemetery in Salluit, built in 1957, was in dire need of maintenance and repair. Akkivik provided the funding to restore that essential site of communal memory to its former glory.



Trail marking

Qaqqalik Landholding Corporation of Salluit has been hard at work flagging out snowmobiling trails as a way to reduce the risk of users getting lost in bad weather. The initial idea for the project was based on Raglan Mine's road safety practices.

Here's what the project team has been able to do, with Akkivik's support, along the trail road between Salluit to Deception Bay trail:

- Installed 400 permanent markers with flags
- Replaced 76 damaged flags
- Put up 925 wooden sticks as temporary markers





This year, Raglan Mine again supported Nirivik, a Kangiqsujuaq program providing healthy snacks to students at Arsaniq High School, since students seem to learn better on a full stomach. Snacks are prepared by students in individualized learning paths.



▲ Traditional feasts

The communities of Salluit and Kangiqsujuaq each received a gift of \$5,000 to support feasts serving traditional country food brought in by people on the land over the holiday season.

▲ Stand up for living, with Hannah Tooktoo!

In summer 2019 Hannah Tooktoo hit the road to cross Canada by bike with the message, "Don't cut your life short," raising awareness about high suicide rates in Indigenous communities. Inspired by her message, Tugliq Energy and Raglan Mine responded with a \$5,000 donation to the Unaaq Men's Association of Inukjuak, which she supported.



◀ Puttautiit

Puttautiit is a special suicide-prevention conference created by and for Nunavimmiut. This September it was held in Salluit. The conference is about helping people grieve and heal, while also identifying the causes and effects of suicide, all within the context of Inuit culture and knowledge. Raglan Mine was pleased to contribute \$5,000 to help with the costs of hosting this annual gathering.

Social engagement north and south

Because our operations are carried out in Nunavik, our support is more discreet in southern Quebec. However, Raglan Mine supported few initiatives in 2019, including the following:



Christmas hamper campaign

For the 8th straight year, we gave out Christmas hampers to 60 families in Rouyn-Noranda in partnership with the Raglan Mine Leisure Committee. Thanks to everyone who contributed.



World Guitar Festival

A lot of our workers come from Abitibi-Témiscamingue—a key region for the mining industry. And so it gives us great pleasure to sponsor the World Guitar Festival (Festival des Guitares du Monde), held in the spring in Rouyn-Noranda.



Out meeting students!

This year we again supported the École Polytechnique Students Association with its annual wine and cheese to help establish connections between students and working professionals.



The name of our new vessel is...

Out of the 150 names submitted by community members and employees, the committee composed among others of representatives from Salluit and Kangiqsujuaq, has made its decision. The new vessel will bear the name *MV Arvik I*. Arvik, meaning "bowhead whale" in Inuktitut, is part of the Nunavimmiut food tradition of mutual help and sharing. *MV Arvik I* will have a central role in our future work and, in the spirit of the Inuit culture, we will work closely with all our stakeholders to make it a success for all of us!

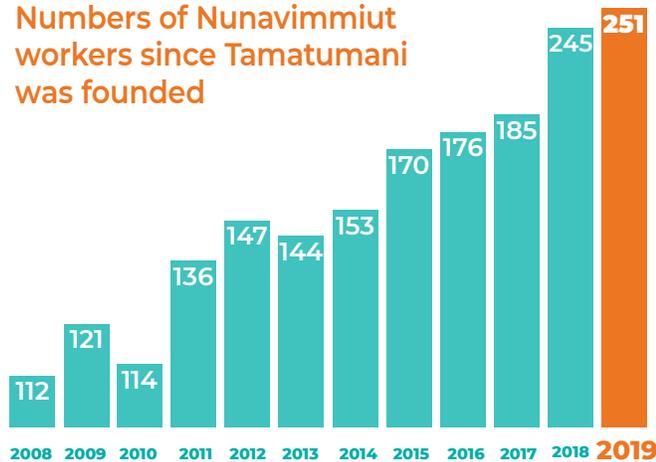
Tamatumani

Tamatumani is a training and development program by Raglan Mine that offers outstanding career opportunities for Nunavimmiut.

In 2019 Tamatumani was awarded “best community engagement initiative” by the Mining Association of Canada at its annual “Towards Sustainable Mining” (TSM) Excellence Awards Gala.

In 2019 Nunavimmiut workers made up 22% of Raglan Mine’s workforce. The recruitment team was hard at work in the field, travelling 11 times to Nunavik villages for recruitment trips and numerous school presentations.

Numbers of Nunavimmiut workers since Tamatumani was founded



What is Tamatumani?

Tamatumani, meaning “second start” in Inuktitut, is a Raglan Mine program launched in 2008 to attract as many Nunavimmiut workers as possible to come and work at Raglan Mine. It is in charge of the entire Nunavimmiut staffing process, provides basic and technical training, and supports onboarding for new local employees.



Tamatumani: a powerful force in Nunavik!

Raglan Education Fund – The Raglan Agreement provides for Raglan Mine to award at least \$50,000 annually in the form of scholarships for Nunavik students in postsecondary-, CÉGEP-, or university level education.

Arts and craft – Twice a year Tamatumani hosts **Salluit and Kangiqsujuaq artisans** at the mine site to introduce employees to an important aspect of Inuit culture and promote buying local.

High school visit – In October, Tamatumani had the pleasure of hosting 17 students and teachers from the Ikusik school in Salluit. Visitors got to explore numerous areas including the concentrator, the warehouse, and the geology department.

Training, the heart of Tamatumani

On-the-job training is key for Tamatumani, guaranteeing outstanding knowledge transfer and amazing skills development that benefits not just the workers, but the communities they live in.

Since its creation in 2008, Tamatumani has delivered customized training to 96 Nunavimmiut employees, many of whom graduated this year. Here are a few of them...

Stope School

Training program intended for Inuit individuals with no mining experience who wish to become underground miners.

Essential Skills Program

Service providing support to Inuit employees in their professional skills development efforts, in accordance with their specific needs: reading, writing, maths, computer tools, etc.

Customized Training

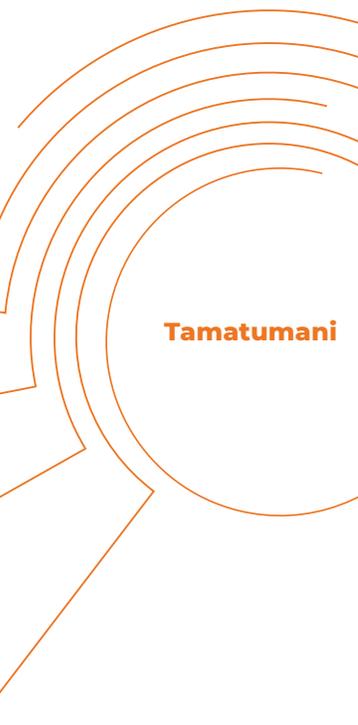
Heavy operator mechanics, operators, welders— Tamatumani delivered customized training to give Nunavimmiut the tools they needed to reach their goals.

RIDE Program (Rapid Inuit Development and Employment)

This program aims to accelerate the progression of qualified and motivated Inuit employees to higher responsibility positions.

Mentoring

Service adapted to a vast array of trades, consisting in helping Inuit employees in their apprenticeship by matching them with experienced employees.



First Inuk to...

In 2019, Justin Lingard of Kuujuaq became the first Inuk to hold the position of Emergency Measures Technician Level 1. He started his training in 2017 and made impressive progress. He now helps train Raglan Mine volunteer firefighters and is a member of all the surface fire brigades at the mine site. He is now qualified to act as chief of operations and take charge of emergency management onsite.

From apprentice to welder

Fresh out of a two-year training program, Benigna Kajuatsiak is now qualified for a welder position with Mine Maintenance. Benigna got her start in 2010 in the kitchen, was a dry attendant from 2013 to 2014, and then was a day labourer in the garage until 2017.



Kangiqsujaq representative

Tommy Arngak, from Kangiqsujaq, completed a 4-month training to become a washbay labourer and is progressing well!



A new generation of Inuit working underground

Garnet and Joshua Papigatuk of Salluit and Anthony Cameron-Fournier of Quebec City/Salluit were among the 5 workers who successfully completed their STOPE School program. They now work as underground miners.

And counting!

33 people are currently attending the Tamatumani program and should be graduating soon!

Environment

In full awareness of the complexity of the Arctic climate, Raglan Mine undertakes to identify, measure and understand the environmental impacts of its operations, and to elaborate a mitigation plan. We promote and encourage the active involvement and commitment of its stakeholders to better identify their concerns.

An environmental forum focused on open dialogue

The purpose of the Environmental Forum, an initiative that began in 2016, is to provide answers to the many questions from the members, partners and stakeholders of our host communities, and to listen to their concerns, in an effort to improve our operations today and in the future. It is a privileged opportunity for discussion that falls within the scope of the Raglan Agreement and Raglan Committee. In 2019, the Environmental Forum was held in Kangiqsujaq. The following are some of the highlights of the event.



More than 150 participations were recorded during the 3-day Environmental Forum, where public presentations, meetings with local elected representatives and workshops with land users followed one another.

The charitable organization Mining Matters participated in the event and organized awareness activities on the environment, rocks and minerals for the secondary school students of Kangiqsujaq.



Certification renewed!

In 2019, a group of external auditors came to our mine site to conduct an audit for the renewal of our ISO 14001 : 2015 environmental certification. This process takes place every three years. The audit aimed at assessing the effectiveness of Raglan Mine's environmental

management system and evaluating the extent to which the company has fulfilled its commitments with respect to the following:

- Obligations towards the communities as set out in the Raglan Agreement and legal requirements;
- Continuous improvement;
- Protection of the environment.

Thanks to the efforts and actions of our employees, Raglan Mine's ISO 14001:2015 certification has just been renewed for three years.

Rehabilitation of abandoned mine exploration sites

To support the efforts to rehabilitate the mining exploration sites abandoned many decades ago in Nunavik, the mining industry jointly with the Nunavik and Quebec governments created the Restor-Action Nunavik Fund in 2007. In 2018-2019, the cleanup of the abandoned exploration sites continued in the vicinity of Salluit and Kangiqsujaq. To know more about the extent of the work achieved thus far, refer to the report available here: <http://osiskogr.com/en/fonds-restor-action-nunavik-2/reports>



1 - Spill management

1.1 Reducing the number of spills at the concentrator.

INDICATORS

To this day, the total number of spill incidents at the concentrator is equal to that in 2018. Surveillance cameras are currently being installed at key points on the premises. The cameras will help reduce response time and minimize impacts.

2- Increase in the energy efficiency of our operations

2.1 Converting one truck and one scoop tram in our fleet of underground production equipment to Tier IV engines.

INDICATORS

In order to meet the new standards related to fine particulate and nitrogen oxide emissions set for diesel engines, our project to convert our fleet of trucks to Tier IV engines continued in 2019. The reduction in ventilation requirements translates into fuel savings equivalent to 10% per equipment.

One truck and one scoop tram were converted in 2019, for a total of nine vehicles since 2017.



2.2 Reducing the consumption of energy of the 25 KV network by 400kw.

INDICATORS

After mining production operations ended at the Katinniq mine, we proceeded with the full or partial dismantling of the heating and ventilation systems and the removal of heating cables. Also, heating in certain areas of surface facilities was turned off for energy savings purposes.

2.3 Improving the production efficiency of our EMD generators by 1%.

INDICATORS

Due in part to the new fluctuations in the speed of generator engines arising from the addition of new energy generation equipment to the existing network, improving the production capacity of our EMD generators by 1% has proven unfeasible in 2019. A new approach to attain this objective will be considered in

3- Minimization of dust generation on the road to lac Pangaligiak and lac Tasialurjuaq.

3.1 Managing effectively the application of dust-control products on the road to Deception Bay, between KM 0 and KM 26.

INDICATORS

According to the people met at the lakes in June 2019, the new measures have contributed to reducing the amount of road dust!



In 2015, the Nunavimmiut clearly said that there was too much road dust near lacs Pangaligiak and Tasialurjuaq. To mitigate the situation, a number of measures have been introduced in recent years.

1. Speed limit reduction in the surrounding area of lacs Pangaligiak and Tasialurjuaq;
2. Installation of a stop sign near cabins, to ensure speed limit compliance and reduce risks of road accidents;
3. Application of road dust suppressant between lac Pangaligiak and Deception Bay and between lac Tasialurjuaq and the Deception Bay facilities.

As soon as summer starts, dust suppressant is applied to minimize the amount of road dust. The product is mainly composed of calcium chloride, a natural nontoxic salt.

To assess the effectiveness of the measures initiated to control road dust, dust jars were installed near lac Pangaligiak, lac Tasialurjuaq and Deception Bay. From June to September, 2019, a total of 57 dust samples were collected at the two lakes and Deception Bay for analysis.

Together,
the two wind
turbines at
Raglan Mine
save annually:

 More than 4,4 million liters of diesel	 ↓ 12 000 tonnes of greenhouse gas (GHG)	 The equivalent of 2 700 vehicles removed from the roads
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Caribou Ungava

Caribou Ungava is a large research program focused on the ecology and dynamics of migratory caribou in the Quebec-Labrador in a context of climate change. It was officially launched in 2009 and is supervised by researchers from Université Laval, Université de Sherbrooke and the Ministère du Développement durable, de l'Environnement, de la Faune et des Parcs. Raglan Mine has supported financially Caribou Ungava from the start.



Institut de recherche en mines et en environnement (IRME)

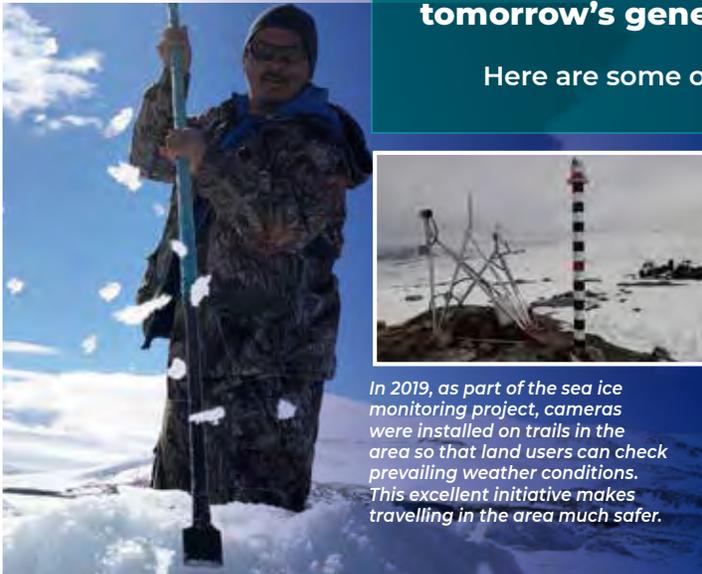
IRME is a research program supporting the development of environmental solutions for the mining industry, from mine exploitation to site restoration. The program is led by UQAT (Université du Québec en Abitibi-Témiscamingue) and Polytechnique Montréal, in association with a number of partners in the mining industry; it helps us measure the effectiveness and long-term performance of our tailings cover technologies.



In November 2019, UQAT, Polytechnique Montréal, Raglan Mine and five other mining companies announced the renewal of their partnership with IRME until 2026.

**We are proud to support
Research and
Development (R&D)
via chairs in specialized research
for the benefit of today's and
tomorrow's generations in Nunavik.**

Here are some of our involvements.



In 2019, as part of the sea ice monitoring project, cameras were installed on trails in the area so that land users can check prevailing weather conditions. This excellent initiative makes travelling in the area much safer.



Sea ice monitoring

The main objective of sea ice monitoring activities in Deception Bay, Salluit and Kangiqsujaq is to identify climate change impacts on maritime infrastructures in Nunavik and find adaptation measures that must be put in place. These activities are supported by a number of partners, including the communities of Salluit and Kangiqsujaq, the Kativik Regional Government, Trent University, the Institut national de la recherche scientifique (INRS) and Transport Québec.

Iqaluk

A few years ago, the community of Salluit raised concerns about the health of the Arctic char in lakes Pangaligiak and Tasiyalurjuaq as well as in Deception Bay. While Raglan Mine already conducts its own environmental monitoring on Deception River and Deception Bay, in the spirit of transparency, openness and continuous dialog with communities, we asked the Nunavik Research Centre to conduct their own long-term study on fish health. So far, their results show that the fish are healthy and safe to eat! All the environmental monitoring that Raglan Mine has done over the last 20 years also shows the same thing.

Prevention

**For me,
my colleagues,
my family!**

At Raglan Mine, we focus on a strong culture of reporting for the management of risks to which our employees are exposed.



Prevention action	Description	Objective 2019	Result
Dangerous condition	Situation where a risk has been corrected by an employee before an incident occurs.	14,630	✓
Incident	Event that has minor or major consequences.	1,100	✓
Good safety idea	Initiative that contributes to an improved work environment.	135	✓
Behavior observation	Verbal reminder given to colleagues on good practices to adopt for their own safety.	13,750	✓
Safety-related interruption of work	Any interruption of work in progress likely to pose a risk of injury or material damage.	85	✓

In total, our employees completed more than 46,550 prevention actions in 2019!

By encouraging our employees to report and correct any situation of potential or real danger via a robust recognition program, Raglan Mine takes action against accidents at work.

The safest mine in Quebec and the Maritimes!



With the lowest total recordable injury frequency rate in 2018 in the Quebec/Maritimes region, Raglan Mine received the 2019 John T. Ryan trophy from the Mining Association of Canada.

CONGRATULATIONS
to our employees and contractors on their commitment to our culture of reporting, involvement and professionalism!

Towards a safer connected mine!

In 2019, we continued to modernize our mining operations by implementing technological tools designed to improve our health and safety conditions and operational effectiveness. Activities in progress include the addition of worker and vehicle geo-tracking devices; the installation of proximity detection devices to prevent collisions with mobile equipment; and the deployment of underground LTE cellular coverage.

An engagement recognized in 2019

In 2019, Raglan Mine won numerous awards from Quebec and Canadian organizations in recognition of efforts made in all areas of sustainable development, including prevention, the environment, community engagement and economic development



“Towards sustainable mining” award

At Raglan Mine, Tamatumani’s success is an established fact. This year, however, Tamatumani has gained recognition across Canada. The program received the “Towards Sustainable Mining (TSM) Community Engagement Excellence Award” from the Mining Association of Canada.



A prestigious award! Les Mercuriades, organized by the Quebec’s Federation of Chambers of Commerce, is by far the most prestigious business competition in Quebec. In 2019, Raglan Mine won a Mercure award in the “Sustainable Development Strategy (large company)” category for the daring and innovative vision demonstrated in installing two wind turbines at its mine site.



Young Canadian recognized for his leadership!

Darren Nathan, General Foreman – Concentrator, received one of the CIM-Bedford Young Canadian Mining Leaders awards at the Canadian Institute of Mining, Metallurgy and Petroleum (CIM) gala, which celebrates excellence within the industry. This award recognizes the exceptional achievements and outstanding potential of young Canadian mining leaders working in any part of the world. Congratulations Darren!

Art of Mining
Tugliq Energy’s wind turbines at the Raglan Mine site was awarded the 1st prize of \$10,000, to be donated to a cause of our choice at the PwC Canada’s Art of Mining photography contest. Raglan Mine and Tugliq Energy gave the donation to Unaaq Men’s Association of Inukjuak and the Nunavik Regional Board of Health and Social Services for the event “Puttautiit”.



Team work recognized

Thirteen of our supervisors were recognized by the Quebec Mining Association for achieving more than 50,000 hours without a reportable injury on their team. Congratulations to all of you!



A champion employment creator!

In 2019, Raglan Mine was honored for the third consecutive year at the “Prix Créateurs d’emplois” gala, where we received an award in the “Champion – Nord-du-Québec” category. This award recognizes the significant contribution of employment creators to the development of Quebec and its regions. With 1,150 direct jobs, of which 22% are occupied by Nunavimmiut, this award salutes Raglan Mine’s contribution to the economic growth of Nunavik.



Raglan Mine gets the gold!

At the inter-company hockey tournament in Rouyn-Noranda, in March, Raglan Mine’s team took first place in its category. The delegation was composed of employees from different places in Quebec, including two from the communities of Quaqtaq and Kuujuaq.



Contribution to regional economic development

At the 2019 annual gala of the Chambre de commerce et d’industrie de Rouyn-Noranda, the contribution of Raglan Mine to Abitibi-Témiscamingue’s economic development was recognized with an Extra award.



Finalist in the “Occupational Health and Safety” category

Raglan Mine was a finalist in the “Occupational Health and Safety” category at the Gala Mercuriades. Thanks to an approach focused on prevention actions and culture reporting, Raglan Mine has improved its health and safety performance by more than 67% since 2014!



Eureka! finalist

The wind power technology developed by Tugliq Energy and Enercon and implemented at the Raglan Mine site, ranked among the Eureka award finalists in the “Natural Resources” category. This competition salutes the innovative projects of organizations embracing clean technologies developed in Canada.

Contact us

We gladly welcome your questions and comments concerning our operations.

commraglan@glencore.ca

1950, Maurice-Gauvin, Suite 300, Laval (Québec) H7S 1Z5 Canada
450 668-2112 x6247 mineraglan.ca



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