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.

For a 5th consecutive year, Raglan Mine organized a visit to the mine site for a delegation of 17 people from Nunavik. The visit aimed at giving our guests a better comprehension about the reality of our operations and at fostering mutual understanding.

We thank all our employees for their dedication and sustained efforts to ensure the success of our operation and the continuity of the Raglan Agreement.

IN THIS BOOKLET...
RAGLAN AGREEMENT
TAMATUMANI : 10TH ANNIVERSARY
SOCIAL AND COMMUNITY ENGAGEMENT
ENVIRONMENT
PREVENTION
AND MORE!

2018
I am particularly pleased to unveil this third Engagement Booklet and my first edition as Vice-President of Raglan Mine. It is with great enthusiasm that I took over the management of the company in March 2018, with the objective of pursuing and developing our mining operations while at the same time giving workers’ health and safety high priority.

2018 was a pivotal year in the conduct of our operations, in particular with the start-up of the Sivumut project and the annual increase of 1.5 million tonnes in ore production capacity. 2018 was an important year for our Inuit recruitment, training and integration program, Tamatumani, which celebrated its 10th anniversary in July. I want to thank all our employees, Inuit and non-Inuit alike, who have been involved in the Tamatumani program in one way or another. Your contribution now allows us to offer real career opportunities to an increasing number of Nunavimmiut.

I invite you to read the following pages and discover what has kept us busy in the past year. You will find that day after day we have made extensive efforts to operate the site with undeniable concern for our workers’ health and safety while at the same time showing respect for the environment and our host communities.

If you have any comments or suggestions, please don’t hesitate to contact us. I hope you enjoy reading this booklet!

Pierre Barrette, Vice-President, and the Raglan Mine Management team

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**The Raglan Agreement**

The Raglan Agreement is a document that summarizes a common consent between Makivik Corporation, the Northern Villages of Salluit and Kangiqsujuaq, supported by their respective landholding corporation, and Raglan Mine.

**Raglan Agreement objectives**

- **Ensure safety of all land-users and employees.**
- **Facilitate the development and operation of the Raglan Mine project in an efficient and environmentally sound manner.**
- **Provide financial provisions ensuring that Inuit beneficiaries derive direct economic benefits.**
- **Promote employment of Inuit beneficiaries.**
- **Ensure that the Inuit directly enjoy the social and economic advantages throughout the active life of Raglan Mine.**
- **Ensure constant collaboration between Raglan Mine and Inuit stakeholders.**

**The Raglan Agreement is everyone’s business**

At Raglan Mine, every department strives to uphold and surpass the commitments made in the Raglan Agreement. By doing their jobs and carrying out their responsibilities, every team has a vital role to play in preserving and strengthening our relations with the Nunavimmiut.
Tamatumani: Grand winner of the 2018 Mercuriades award in the “Manpower training and development” category. A delegation of Raglan Mine and Nunavik partners celebrated the receipt of this prestigious award at the 2018 Mercuriades awards ceremony.

Tamatumani is...

**Inuit Employment Center (IEC)**
Hand in hand with Nunavik partners, the IEC conducts the overall process of recruiting Inuit personnel.

**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.

**Raglan Education Fund**
Raglan Mine offers more than $50,000 in grants annually to Nunavik students pursuing postsecondary education.

**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.

Another record year for Tamatumani!

- 245 Nunavimmiut employees at Raglan Mine site, representing 22.4% of our workforce
- 76 Nunavimmiut have graduated from the Tamatumani program (all training combined) since 2008
- 29 people currently attending the Tamatumani program
- 34 Nunavimmiut have successfully completed Raglan Mine's Stope School program since 2008

Evolution - Inuit employees

<table>
<thead>
<tr>
<th>Year</th>
<th>Nunavimmiut</th>
<th>Graduates</th>
<th>Attending</th>
<th>Completed</th>
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</thead>
<tbody>
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<td>2008</td>
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<td>121</td>
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<tr>
<td>2017</td>
<td>185</td>
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<tr>
<td>2018</td>
<td>245</td>
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</tbody>
</table>

$23 MILLION
Amount Raglan Mine has invested in Tamatumani since its creation in 2008.

Tamatumani is...
Community and Social Engagement

Our stakeholders’ proactive commitment and the spirit of cooperation between them and Raglan Mine have contributed to creating and maintaining strong relationships with our host communities and stakeholders.

**A few figures about 2018**

- **4 meetings** held by the Raglan Committee
- **10 meetings** held by sub-committees mandated by the Raglan Committee to address specific matters
- **17 visitors** from Nunavik to acquire a better knowledge of our operations (August 10-13)
- **2 “Meet & Greet”** get-togethers organized to aim at building Nunavik’s entrepreneurial capacity, which gave our partners the opportunity to meet with more than 60 companies
- **2 Environment Forums**: one in Salluit and one in Kangiqsujuaq. More than 200 people participated in both forums in 2018
- **31 pre-collegial students and teachers** from Kangiqsujuaq have visited our activities and facilities in March
- **15 visits** to northern villages by the Tamatumani recruiting team, who did numerous presentations in local schools

**A first with Mining Matters!**

One of the biggest highlights of the Environmental Forums was the participation of Mining Matters, a charitable organization dedicated to bringing knowledge and awareness about Canada’s geology and mineral resources to students, educators and the public. Throughout the Forums, Mining Matters and Raglan Mine met with over 160 students to talk about rocks, minerals, metals, mining and the diverse career opportunities available in the minerals industry. They also held community activities open to all, such as jewelry making and soapstone carving, which fostered learning through intergenerational bonding.

In addition to the traditional fishing activity with the Elders of Salluit at lac Pangaligiak (Françoys-Malherbe), Raglan Mine organized this year a picnic lunch with the employees of the municipality of Salluit. Several Raglan Mine employees participated in this pleasant event and had an opportunity to immerse themselves in Inuit culture and forge links with Nunavik partners.

**A new kitchen at the Raglan Mine site**

In 2018, Raglan Mine built a new kitchen to provide our Nunavimmiut employees with a more spacious and user-friendly area for cooking traditional food at the mine site. Interestingly, the Chef of the kitchen brigade of Château Frontenac, Stéphane Modat, tested the kitchen during his short visit to the mine site last summer within the context of Tamatumani’s 10th anniversary celebrations. This cultural networking activity gave our employees an opportunity to enjoy a wonderful meal rich in flavors and traditions.
Recent Commitments

In January 2017, the five signatories of the Raglan Agreement reinforced the initial agreement with additional measures aiming at fostering the implementation of winning conditions both for the communities of Nunavik and Raglan Mine’s future. These measures were based on the recommendations and work of the Sivumut sub-committee.

Two New Offices in Nunavik

For the first time in its history, Raglan Mine has a full-time base in its host communities. The company recently hired Anna Angutigirk and Alasie Arngak, respectively from Salluit and Kangiqsujuaq, to fill the new positions of community liaison officers in their home community. The offices were officially inaugurated this past summer. We hope this expanded presence will contribute to reinforcing our relationships with our partners.

Meet & Greet

New this year, Raglan Mine organized two Meet & Greet get-togethers with our Inuit partners, suppliers from the southern part of the province and lecturers, to contribute to Nunavik’s entrepreneurial capacity building and allow all participants to establish links and see business opportunities. In total, more than 60 companies took part in the events.

Sub-committees

Raglan Mine’s new commitments that have materialized in 2018 include the creation of several sub-committees that report to the Raglan Committee and aim to review our strategic plans:

- The Akkivik sub-committee is to pursue Raglan Mine’s social responsibility program.
- The sub-committee for Inuit enterprises wishes to increase the number of initiatives fostering contract awarding to Inuit enterprises and to support the development of Nunavik’s entrepreneurial capacity. This committee initiated a few activities in 2018, including two Meet & Greet events.

Sub-committee on Raglan Mine Closure plan

While our mining operations are expected to continue for at least another 20 years, Raglan Mine is already working on its closure plan with the participation of Inuit partners. The purpose of this exercise is to improve our closure plan, taking into account the concerns expressed by the Nunavimmiut and the scientific work conducted in the past few years, and to make it an integrated, environmentally and socially acceptable plan. The sub-committee met three times in 2018.
Environment

Environmental objectives for 2018

<table>
<thead>
<tr>
<th>HAZARDOUS MATERIAL MANAGEMENT</th>
<th>INCREASE IN THE ENERGY EFFICIENCY OF OUR OPERATIONS</th>
<th>MINIMIZATION OF DUST GENERATION ON THE ROAD TO LAC FRANÇOYS-MALHERBE AND LAC DUQUET</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Implementing a monitoring system in all divisions</td>
<td>• Converting heavy vehicles to Tier-4 engines</td>
<td>• Managing effectively the application of dust-control products</td>
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<tr>
<td></td>
<td>• Installing a second wind turbine</td>
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<tr>
<td></td>
<td>• Installing a Vertimill grinder</td>
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<tr>
<td></td>
<td>• Enhancing the production efficiency of our generating units</td>
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</tbody>
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Ice Mission!

Could you identify which mystery ice sample comes from the sea using a flashlight and food coloring? This is the challenge high school students have to face in the Ice Mission, a laboratory activity on the differences between ice from a lake, from the sea and from a river. This outreach activity has been done with students from Salluit and Kangiqsujuaq in parallel to the Ice Monitoring research project since 2016.

In addition to in-class labs and discussions on changing sea ice, the Ice Mission also includes a springtime outdoor activity. Last May, science classes joined the Ice Monitoring team on the frozen bays of both communities. With local guides and scientists, they learned about how the equipment is being used to collect samples and measure the thickness of the snow and the ice. You can follow the Ice Monitoring project on Facebook @IceMonitoringNunavik.

The Ice Monitoring project was initiated in 2015 by the Institut National de la Recherche Scientifique (INRS), Kativik Regional Government (KRG) and Raglan Mine. The global objective of the project is to better understand the interactions between the ice cover of, changing climate, winter navigation, safe access to the territory for Inuit communities and protection of the ecosystem in Deception Bay, Salluit and Kangiqsujuaq.

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Raglan Mine welcomed a second wind turbine in August 2018

Together, the 2 wind turbines should 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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Research & Development in 2018

Other R&D projects supported by Raglan Mine

- Development of environmentally safe solutions throughout the entire life cycle of a mine Institut de recherche en mines et en environnement (IRME)
- Study on the status of Arctic Char in lakes and Deception Bay Nunavik Research Centre – Makivik Corporation
- Ecology and dynamics of migratory caribou of Quebec-Labrador in a context of climate change Caribou Ungava (Université Laval)
- Research project on exposure to Chronophotontix blue-enriched white light for better adaptation to night work Natural Sciences and Engineering Research Council of Canada
For me, my colleagues and my family

In the past few years, occupational health and safety standards have evolved significantly; we nevertheless continue to be a mining industry leader in this matter. Through your commitment to the reporting culture, your involvement and your professionalism, we have dared to challenge the status quo over the years to constantly improve our methods and make our work environment and practices healthier and safer.

917 persons answered the survey, representing a participation rate of 67%.

94% of survey respondents said they are positively committed to prevention; according to the external firm that conducted the survey, this is a very good score compared to that in other industry or organization types.

Congratulations to you all!

Thanks to our workers’ sustained efforts, Raglan Mine won the F. J. O’Connell award for the year 2017 in the “Underground Operations - 400 000 hours and more” category. This trophy, awarded by the Québec Mining Association, recognizes our exceptional improvement in prevention throughout the year 2017 against the Québec mining industry.

Whether you are based in the north or south of the province, whether you work underground or at surface, this 13th F.J. O’Connell trophy is yours and we want to extend our most sincere congratulations to all of you!

The survey revealed that:

• Supervisors, superintendents and managers make effective use of feedback and positive reinforcement.
• Leaders stand out for being trustworthy and committed to prevention, and for creating a work environment that encourages reporting.
• Our employees feel that we are concerned about their wellbeing and that we want to take care of them.

+ 18,000 dangerous conditions and 1,300 incidents reported by our employees, to reduce and prevent accidents
+ 85 best practices introduced by our employees, to make their work environment safer
+ 11,500 reflexes, to remind your colleagues of the good practices they must adopt for their own safety

Congratulations to you all for your engagement and proactivity!
The Leisure Committee

Raglan Mine’s employees and contractors have for many years enjoyed various activities organized at or outside the mine site by their Leisure committee. Each year, Raglan Mine contributes to 30% of the committee’s budget to support the workers’ well-being.

Following are a few activities held in 2018:

- **Outdoor activities**, including mini-putt and loan of bicycles
- **Renovation** of the big lounge (sound reinforcement) and music corner
- **Organization of activities**, including the Big BazArts, the Bingo and Chocolate event and the Christmas and New Year celebrations at the mine site
- **Draw of several tickets** to shows and gifts among subscribers
- **Participation** in the organization of activities such as the National Aboriginal Day, Quebec National Day, Canada Day, the annual golf, the race at the mine site and much more.

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OSM visits Salluit

In 2018, ten years after their first Northern tour, the Orchestre symphonique de Montréal (OSM) returned to Nunavik. Raglan Mine is proud to be associated with the OSM for the presentation of a concert in Salluit. A delegation of Raglan Mine and employees residing in Salluit had the fortunate opportunity to attend the concert with an audience of 300 Sallumiut.

For the purpose of sharing our good practices in the area of prevention, we offered a safety headlamp and reflective strips to each member of the OSM delegation so they can be spotted easily when walking outside in the dark. They also used their headlamps during their stay to create an architectural lighting effect on the Salluit inuksuk.

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Créateurs d’emplois du Québec

Mine Raglan wins an award for a 2nd consecutive year for the Nord-du-Québec region. With the 1,100 direct jobs that we create and the $300 M and more that we inject annually in the province’s economy, we are proud to contribute to Quebec’s prosperity.

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A successful 2nd race!

More than 100 workers took part in a walk (5 km) or a run (5 or 10 km) this year. The course led our runners to one of the roads used by our production teams, which was closed for the occasion, and to the walking trail skirting the complex. Congratulations to everybody for your participation!

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Contact us

We gladly welcome your questions and comments concerning our operations.

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