

# Job Opportunities in Nunavik

## Xstrata Nickel - Mine Raglan on a Recruitment Tour

*Thérèse Côté, Senior coordinator Tamatumani*

In July and August 2010, a group of Raglan Mine supervisors and representatives visited four communities of Nunavik in order to meet Inuit interested in working at the Raglan site and to share information about new job opportunities.

The team members were Annie Kenuayuaq, Senior Advisor, Inuit Employment and Training; Joanie Dénomme, Coordinator Inuit Recruitment; Pierre Sansfaçon, Coordinator Emergency Measures; Denis Lavigne and Alex Twardy, Supervisors and Instructors Mine École.

These visits were planned and conducted jointly with the KRG Local Employment Officers and the municipal authorities of Kuujjuarapik, Inukjuak, Kangirsuk and Kuujuaq.

The following positions must be filled by Inuit in the coming months: Fire Protection Assistant (2 positions); Surveyor Helper (2 positions); Operator Helper (2 new positions).



Also, Raglan Mine is regularly seeking to staff several positions of apprentice miners. Each position is associated with specific conditions of hiring, including possession of a valid territorial driver's permit. Motivation, interest and the will to commit to a permanent job remain the main features that Raglan Mine wishes to observe in every candidate.



# Strategy and Communications Raglan Mine Creates New Department

Bruno Lemelin, *Manager Strategy and Communications*

**O**n July 8, 2010, Xstrata Nickel – Raglan Mine Vice-President Mike Welch proceeded with the reorganization of the company's executive management team with the creation of the Strategy and Communications Department. Reporting to the VP, this new department will conduct the critical operations of risk management, communications and business development. The role of the

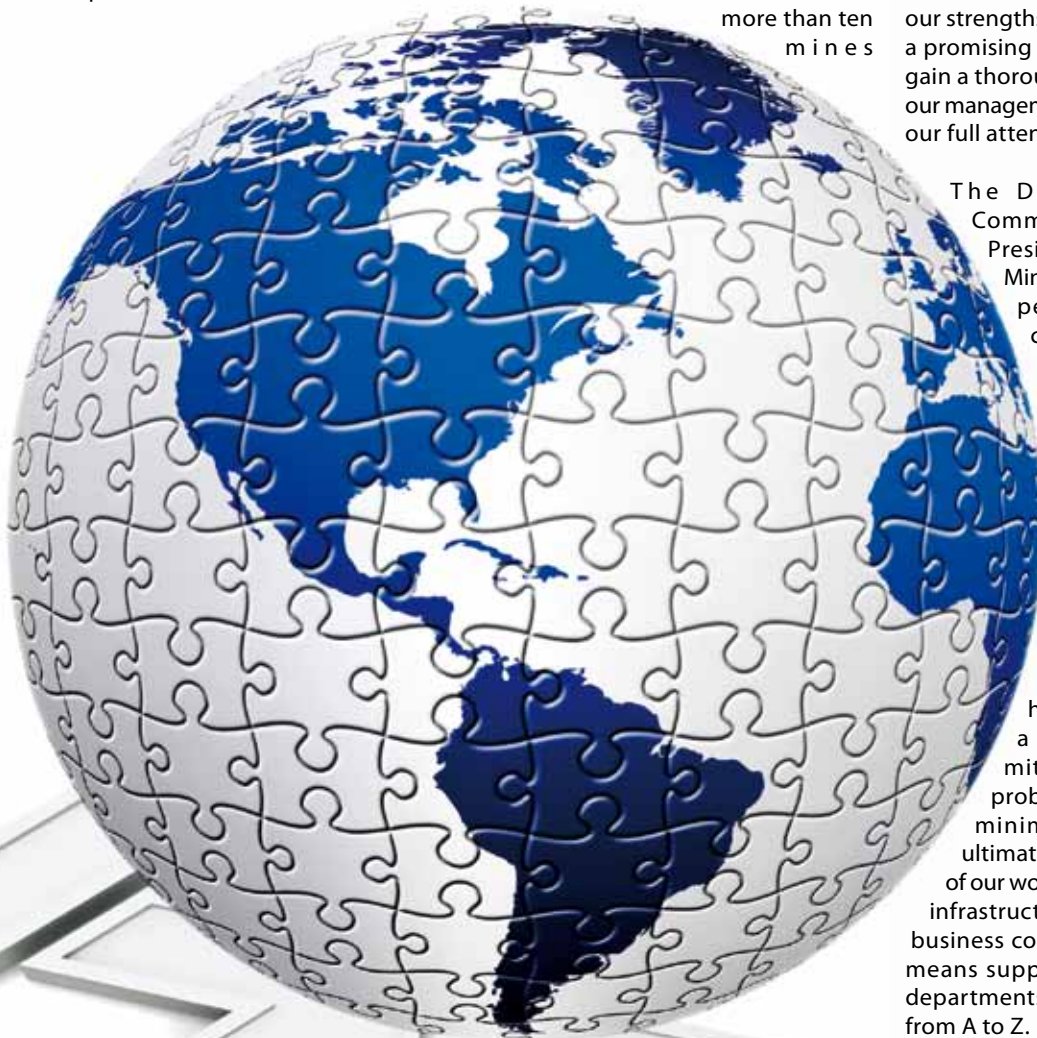
Strategy Department Director is not new, but it has acquired its letters of nobility in large corporations navigating complex markets. Managing the Raglan site is quite challenging given its world class geological potential and the incredible spectrum of development opportunities it has to offer. Situated in Quebec's northernmost region of Nunavik, the Raglan property stretches over a distance of 65 kilometers. It is home to more than ten mines

currently in operation or under development for future operation, and is host to a treasure of mineral resources yet to discover.

Raglan Mine is looking at many production and infrastructure construction scenarios to choose from, and each one of them will benefit the stakeholders of this formidable adventure. Clearly defining our corporate vision is of foremost importance to build on our strengths. If we want to provide ourselves a promising and prosperous future, we must gain a thorough knowledge of the aspects of our management style and activities deserving our full attention.

The Director of Strategy and Communications supports the Vice-President of Xstrata Nickel – Raglan Mine in the creation, communication, performance and control of our corporate strategic initiatives. The mandate of this department revolves around three main axes: risk management, communications and business development. These three become intrinsically linked with the convergent implementation of Raglan Mine's business plan. Risk management requires from risk log managers to coordinate the company's exposures to operation-related hazards. Risk management is also a mechanism for implementing mitigation measures that reduce probabilities of negative exposures, minimize their consequences and, ultimately, protect the health and safety of our workers, preserve the integrity of our infrastructures and operations and secure business continuity. Risk management also means supporting and accompanying our departments in getting their projects done, from A to Z.

Risk management is everyone's business. Protecting the company from potential or real risks rests with each one of us and we can do so by voicing our concerns to our supervisor. Seizing every opportunity to protect our environment and improve our practices, irrespective of our function and level of hierarchy, is deep-rooted in our corporate culture. So is consolidating those opportunities in a clear and efficient plan of



actions. Risks are analyzed in a team-based environment on the basis of their nature, source and operational impact. Proactive and reactive monitoring activities are quantified and combined to mitigation measures so as to reduce the impact of the risk in question and the probability of exposure. Amélie Rouleau is in charge of coordinating all aspects of risk management. She explains Raglan's reality to our corporate office in Toronto and makes sure that our strategic business plan is aligned and consistent with the company's guiding principles.

Business plans can be spectacular on paper. They can even take on the appearance of a masterpiece inside a three-ring binder. However, business plans are plain futile and useless if poorly communicated or worse, if not communicated at all. It is crucial to make our mining activities known in a clear and efficient manner. Under Francis Beauvais' supervision, the Communications Group occupies a highly strategic place, ensuring that Raglan Mine's reputation is maintained and strengthening its influence through regular communications and interactions with partners.

The Communications Group's actions focus on internal communications and public affairs. Internal communications consist of the dissemination of information to the company personnel and the contractors working at Raglan. The messages take many forms and are conveyed via multiple tools such as the Katiniapik Newsletter, memos, emails, and video presentations on Plasma screens and on the Intranet. Effective and efficient communications make activity coordination simpler and the work climate healthier.

Public affairs are of central importance for Raglan Mine, ensuring corporate alignment based on public and external aspects likely to have a bearing on its business strategy. In a manner consistent with the vision and values of Raglan Mine and the Xstrata Nickel Group, the Public Affairs team is required to respond many requests and to intervene in events, thus making the company's position on a variety of issues clear to the communities, the organizations and the government authorities. Example of this is Xstrata's commitment to supporting initiatives contributing to the sustainable development and prosperity of the communities associated with our operations, our employees and their family. This commitment is formulated in Xstrata's business principles and is defined in its policy on social involvement. The Public Affairs team coordinates the requests for financial aid to foundations and community activities. Recently, Raglan Mine supported the musical fireworks event "Osisko en lumière" and accepted to be a financial partner of the 17<sup>th</sup> Inuit Studies Conference, which will take place

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in Val-d'Or from October 28 to 30, 2010.

Raglan Mine's strategic plan on business development is substantiated by information on today's and tomorrow's economic, environmental and social contexts. The plan contains a myriad of data, including the life of mine plan and an estimate of funds required to cover capital, operating and restoration costs. Strategies relating to other corporate facets, including manpower, energy requirement, marine transportation and air transportation planning, are linked to this business plan. Raglan Mine's business planning is a challenge per se given its unique character, its geological potential, the Arctic environment, and its remoteness from urban infrastructures. It is the Business Development Group's responsibility to optimize our strategic business plan through the development of new mining concepts and new production scheduling mechanisms, through the introduction of innovations or through the conclusion of partnership agreements with interest groups. The Group is assigned a huge playground and hence it can support Raglan Mine's work teams in their efforts to develop the full potential of the resources and existing infrastructures. One team is already working on developing this potential, with Jim Fuchs and Mathew Wilson in charge of optimizing

the life of mine plan. Luc-Bernard Denoncourt (SNC-Lavalin) is completing Phase II of the mine development program. His work consists in planning the expansion project and the construction of infrastructures necessary to pursue mining operations at Raglan between 2015 et 2035. Reporting to Denoncourt, Simon Beaulieu (SNC-Lavalin) is Chief Study Engineer and Dominic Tremblay (SNC-Lavalin) is Senior Restoration Engineer. Gilles Tremblay, Industrial Project Manager, focuses on the infrastructures required for bringing Phase II to successful completion.

Risk management, communications and business development are the major axes leading to the creation, structuring, performance and control of our strategic initiatives. The members of this department, who work from our offices in Laval, Rouyn-Noranda or Raglan, can be of assistance to the various teams assigned to development projects, mining operations and strategic management. The new Strategy and Communications Department occupies a prominent place in the conduct of Raglan Mine's business plan and can rely on a knowledgeable and experienced group whose dedicated members are committed to building our future, a future that looks promising indeed!

# SUMMER ACTIVITIES

The summer was marked with many activities outside the Raglan site. Judging from the following pictures, the activities were visibly a great success.

*summer 2010*



### FAMILY CAMPING

This group picture shows the main sponsors who have helped make this family event possible. The personnel greatly appreciated the surprise visit made by two executives.



### GOLF IN LA SARRE

This team was proud to have spent a few hours with work colleagues.

*From left to right:  
Michel Cossette,  
Martine Larochelle,  
Richard Deshaies,  
Hélène Carrier*



### GOLF IN VAL-D'OR

The golf tournament organized by the recreational committee was held on August 14 at Club de golf Belvédère, Val-d'Or. Let's all give our warmest thanks to Raymond Thérberge and René Blanchette for setting up this event.

*From left to right:*

*Marcel Gautier, France Richer, Louise Fréchette, Muriel Bernier, René Blanchette*



### KARTING

Sunny skies greeted the group of children and adults at the outdoor karting field. The big, happy grins on their faces suggest that they truly enjoyed the go-kart rides, the meals and the numerous attendance prizes. Many thanks to the organizer, Tommy Bertrand, and to those of you who lent a helping hand.

### SUMMER ACTIVITIES IN RAGLAN

Of all activities organized at Raglan, sport fishing is by far the activity enjoying the highest participation rate. In 2010, no less than 263 persons participated in the event. First place went to Anne-Marie Tremblay and Marcel Gauthier with their 3.70 kg fish. Guillaume Maltais broke all previous records for longest catch with his unbelievable 75 cm Arctic char. What an incredible day! Congratulations to all!



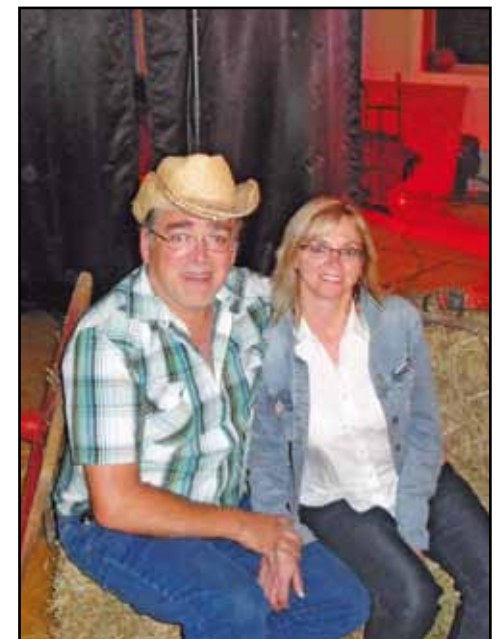
### SPECIAL SHOWS

The Cuban music of *Grupo Habana Café* closed phase I of the kitchen renovation project, and Rouyn-Noranda country music band *Harricana* celebrated the end of the 2010 summer.



### SPOUSES VISITING RAGLAN

To bring a little bit of home to Raglan, the managerial staff has again given our workers' spouses the opportunity to fly up North for Labor Day. They spent the last fishing weekend together, had a ball at the country music party and visited Deception Bay, the concentrator and our underground facilities. Quite an agenda for a short 48-hour escapade!



# 6<sup>th</sup> Northern Aboriginal Seminar

The “Plan Nord” and the 50% Challenge

Setting the milestones to achieve a new conservations and development model in Quebec

Denis Therrien, *Coordinator Sustainable Development*

The 6<sup>th</sup> Northern Aboriginal Seminar was held from August 9 to 13, 2010, at Mushuau-nipi, on George River, some 250 km northeast of Schefferville. More than a historical site, Mushuau-nipi has been gathering place for the Innu for as long as they can remember, in particular to hunt caribou. During the seminar, Serge Ashini-Goupil and his people of Aventure Ashini(1) have immersed us into the Innu ancestral lifestyle. Caribou and salmon occupied a place of honor on the menu.

Organized jointly with the PEW Environment Group and the Canadian Boreal Initiative (2), the seminar was aimed at determining the conditions to a successful conservation and development model in Quebec within the framework of the Plan Nord. Let us recall that the Government of Quebec had committed to shield 50% of the land covered by the Plan Nord from industrial activities (forest, mining, energy), of which 12% will be dedicated to the preservation and creation of protected areas.

Plan Nord is defined as a development and conservation project covering the whole of Quebec situated north of the 49th parallel, including Nunavik but not Anticosti

Island and the northern part of the Gaspé Peninsula. The area it covers accounts for almost 72% of the Quebec's entire land base or a total of 1.2 million square kilometers. That is twice the surface area of France.

A working document published by the *Ministère des Ressources naturelles et de la Faune* on November 6, 2009, defines the vision of the Plan Nord as an approach to sustainable development leading to an exemplary project integrating energy, mining, forestry, tourism, transportation and wildlife development, and promoting the growth of local communities in a way consistent with their culture and identity.

About thirty persons attended the seminar, representing Aboriginal circles, the mining and forest industry, non-governmental organizations (Greenpeace, Nature Québec and other NGOs), academicians and the Associated Deputy Minister for the Plan Nord. We were pleased to hear that the representatives of the participating NGOs consider Raglan as a model mine, mostly because of the Raglan Agreement, which includes profit-sharing measures, encourages the selection and hiring of Inuit workers and businesses, and makes provision for environment monitoring.

Several conditions were defined during the seminar (conservation of 50% of the land), including the following:

- We must not repeat the mistakes of the past.
- The Plan Nord must be a project in which the entire Quebec society, north and south, must become involved.
- We must initiate an integrated planning that factors in development and conservation variables.
- We have to strike a balance between economic, environmental and social.
- We must have a good knowledge of our environment and of conventional and Aboriginal science (biodiversity, cultural value, energy/forest/mining potential) in order to make enlightened decisions with regard to land development and conservation and to get the most of it on a sustainable basis.
- We must encourage and facilitate the involvement of the Aboriginals beyond mere consultation.
- We must use a different approach with the Inuit, Cree, Naskapi, Innu, Algonquin and Attikamek to meet the challenge of accommodating the dissimilarities between these Nations.
- We must make room for flexibility in our final conservation and development choices so that future generations can adjust and tailor them to their needs.

The conclusions of the 6th Northern Aboriginal Seminar will be presented in the coming months to the Discussion Table for the Plan Nord Partners so that the initiated process can move forward.

- 1 - <http://www.ashini.com/fr/innus/>  
 2 - <http://www.borealcanada.ca/index-f.php>



# FRONTIERS FOUNDATION

## A Welch Family Affair

### Tell me about Frontiers Foundation and about its mission.

Frontiers Foundation is an Aboriginal non-profit organization that promotes the advancement of economically and socially disadvantaged communities. I have been a member of the board since 2007.

Through the Operation Beaver program, Frontiers Foundation focuses on providing affordable housing and improvements in education. With the support of government and charitable donations, both from the private sector and individuals, it operates within Canadian borders as well as overseas.

Frontiers Foundation embraces a vision of the human family honoring the Great Spirit. Its mission is to implement the enduring relief of human poverty across Canada and abroad in tangible advancement projects. These activities reflect the dreams and priorities of those reaching out for a vibrantly productive partnership.

### Have you ever been directly involved in any of the Foundation's project?

In December 2008, my two sons, my daughter and I participated in a team effort to rebuild a house in Mattawa, Northern Ontario. What a great experience it was! Watching youths working for the wellbeing of a community was very fulfilling, and pulling this together with Aboriginal volunteers proved very rewarding for me and for my kids. My children have learned life lessons from this project, and they will remember it all their lives. What could be more noble in life than giving a solid and functional home to needy families?

### Why is it so important to you to volunteering time to non-profit organizations?

Well, Xstrata Nickel encourages its senior executive staff to sit on the board of foundations and community organizations. Frontiers Foundation rests on solid ground. It was founded in 1968 by Charles Catto, an incredible man for whom I have great esteem. The man could have run a big company, you know, but instead he dedicated his life to missionary work and has used his talents to benefit other people. I do not regret joining Frontiers Foundation. In 2009, I was awarded the title of 'Volunteer of the year', and in June 2010, I was speaker and guest of honor at the Frontiers Foundation's Annual Breakfast.



**Francis Beauvais**, Coordinator Communications and Public affairs

*There is a lot being said about leadership at Xstrata Nickel – Raglan Mine. But leadership also means placing one's talents at the service of the community. Companies such as ours must invest in society. In this case, I am the living proof of Xstrata Nickel's investment.*

In its long history, Frontiers Foundation has passed a lot of milestones and changed the lives of a large number of people and is known for showing Aboriginal leadership in hundreds of communities in Canada and abroad. Following is a list of some achievements of Frontiers Foundation.

- Provision of capital, financial, volunteer and technical assistance to a full range of development activities, including housing, road construction, electrification, reforestation, agriculture, education and immunization.
- Participation of more than 3,200 volunteers from over 72 countries and 17 Inuit, Metis and Native Nations in over 731 projects since 1964. They have assisted in the construction or renovation of 1,960 homes, 30 community centers, 3 schools, 3 parks and other facilities. The recent donation of 19 portable sawmills is allowing activity to expand even more.
- Provision of training and new skills for disadvantaged people.
- Completion of 49 educational projects in the Northwest Territories, Nunavut and Yukon.
- Creation of cross-cultural awareness and understanding.



# HEALTH AND SAFETY AT RAGLAN

INCIDENTS Xstrata Nickel employees					INCIDENTS Contractors				
TYPE OF ACCIDENT	July	August	September	Total for the year	TYPE OF ACCIDENT	July	August	September	Total for the year
FAI	8	12	10	102	FAI	5	11	18	60
MTI	2	0	0	5	MTI	3	0	1	4
RWI	0	1	1	4	RWI	0	1	0	5
LTI	0	1	0	2	LTI	0	0	0	1

FAI : First Aid Injury • MTI : Medical Treatment Injury • RWI : Restricted Work Injury • LTI : Lost-Time Injury

## Heading Towards a Successful Integration of New Development Projects

Geneviève Dionne, Lavalin

**X**strata Nickel – Raglan Mine’s Communications Department announces the start of a new initiative by the Projects Group.

While many projects are presently underway, others are still in the planning stage. These future projects will become an important part of Raglan Mine’s operational landscape in the coming years.

Xstrata Nickel has recently hired an outside firm to conduct a study, and in this context you will be invited to express your opinion and comments. This study aims to better understand and measure the impact of brownfield exploration and development. The firm has already met the department managers and the members of the Projects Group.

The Communications Department strongly encourages you to contribute openly to this study, for it is a crucial step towards a better integration of future projects into Raglan Mine’s current operations. If you need additional information, do not hesitate to contact us.



*Raglan Surface Group’s Rémi Trudel participated in the bike tour held in Basses-Laurentides on August 28 and 29 in aid of the Multiple Sclerosis Society of Canada. In only two days, Rémi and some 1,500 participants covered a distance of 145 km. Rémi had sought donations from his work colleagues and from the company. This big bike ride rose more than 1.5 million dollars to benefit individuals in Quebec suffering from MS!*

*Congratulations Rémi for your dedication!*

**Katinniapiik is Raglan Mine’s quarterly employee newsletter.**  
The next deadline for submissions is December 10<sup>th</sup>, 2010.

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With our new environmentally friendly paper, Katinniapiik saves the equivalent of:  
2 trees, 69 kg solid waste, 6489 litre of water, 0,4 kg suspended particles in the water, 151 kg air emissions, 10 m<sup>3</sup> natural gas.