

## Raglan Mine's Tamatumani Program

### Context

Raglan Mine is part of the Glencore group, a globally diversified natural resource company. Its installations are located at the northernmost limit of Quebec, where it operates one of the richest base metal mines in the world. The property stretches 70 km from east to west and encompasses a series of high-grade nickel and copper ore deposits. It includes four underground mines currently in operation, a concentrator, an accommodation complex and administrative buildings. It has all the infrastructure of a small municipality (e.g., a source of freshwater supply; fuel tanks; a water treatment plant; a power plant, etc.). The ore extracted from the mines is crushed and processed on site to produce a nickel-copper concentrate.

Raglan Mine has always been involved in the communities in which it operates, beginning in 1995 with the signing of the Raglan Agreement. As part of its commitment to local communities, Raglan Mine implemented its Tamatumani program in 2008.

### Description of Measures Implemented

Tamatumani, which means "second start" in Inuktitut, is a program that provides various initiatives designed to attract and retain as many Inuit employees as possible. Among other things, it aims to create positions for Inuit personnel and promote better workplace integration. Training programs of varying lengths encourage the acquisition of the skills employees need to ensure mobility within the organization. In addition to technical training, English, French, and essential skills training are offered to Inuit employees.

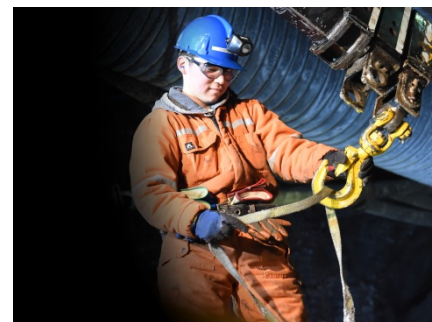
One of the Tamatumani initiatives is the Stope School, a program that trains Inuit employees in mining-related tasks. Over a two-year period, trainees become apprentice miners and receive training in an underground environment. Once the program is completed, trainees become qualified miners. In 2013, Raglan Mine also created a new program called Rapid Inuit Development and Employment (R.I.D.E.) to complement Tamatumani and to strengthen internal mobility for Inuit employees. R.I.D.E.'s objective is to offer positions with high levels of responsibility to qualified Inuit candidates who are interested in furthering their career within the organization.



**Lead:** Industry (Que.)

**Steps of the Mineral Development Sequence:** Development, operation

**Key Finding:** Raglan Mine's Tamatumani program is a good practice in community engagement and readiness, because it helped the company increase the number of Inuit employees at the project site and effectively encouraged the career development of numerous Inuit employees.



Raglan mine employee

Tamatumani implements several initiatives that extend to all staff members and that foster cross-cultural awareness and exchange within the company. The initiatives are important, because they bring together different cultures (Inuit, non-Inuit and industry) to create a better workplace environment, where people feel safe, comfortable, and where they can challenge themselves and progress within the company. Tamatumani also supports departments interested in hiring Inuit as part of their teams through its Inuit Employment Centre, which acts as a portal to receive and handle all requests for Inuit personnel. The Centre ensures the visibility of positions available at Raglan Mine by visiting Nunavik communities.

## Results

Since 2008, Raglan Mine has invested over \$21.6 million in the Tamatumani initiative, creating positive impacts on Raglan Mine's host communities while helping to further the socioeconomic success of Nunavik. It has contributed significantly to the increase of Inuit employees and has reached a retention rate of 86 percent. From 2008 to 2015, Tamatumani has created over 120 positions for Inuit workers in more than 45 different types of jobs. Raglan Mine currently employs approximately 950 full time workers, of which 20 percent are Inuit. In addition, the program has effectively encouraged the career development of numerous Inuit employees.



Raglan mine employee

## Lessons Learned

With the signature of the Raglan Agreement in 1995, Raglan Mine and its host communities agreed on a "shared value" framework to ensure the benefits provided to the communities outweighed the impacts of the mining activities on the land. Tamatumani is one of the initiatives arising from this engagement. The joint commitment was, and remains, one of the most important keys to this initiative's success.

Collaboration with neighboring communities through a range of mechanisms is critical to building and maintaining relationships, improving practices and continuously nourishing the creation of shared value.

### For more information:

Raglan Mine welcomes questions and comments about its activities.

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