

INTERVIEW OF THE MONTH

CLAUDINE GAGNON, DIRECTOR, CORPORATE RELATIONS, CANADA & AMERICAS, RIO TINTO

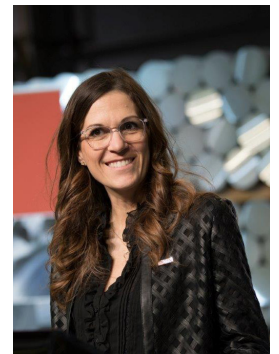
Since October 2018, Claudine Gagnon has held the position of director, Corporate Relations, Canada & Americas, for [Rio Tinto](#), global leader in aluminium. Previously, she held the position of manager, Media Relations and Communications, [Rio Tinto Canada](#).

Ms. Gagnon has unparalleled expertise in media relations and communications regarding crisis, brand and reputation management. Her other areas of expertise are corporate communications, community relations and special events organisation.

Ms. Gagnon has a strong academic background: master's in business administration, graduate diploma in regional studies, bachelor's degree in communications and a certificate in public relations.

In addition, Ms. Gagnon has significant experience as an entrepreneur. For more than five years, she was the CEO of her own communications and public relations firm. During this time, she completed several strategically important projects for various clients: corporations, major companies and non-profit organizations.

Since the start of her career, Ms. Gagnon has been involved in various community initiatives. She is currently involved in La Gouvernance au Féminin (Women in Governance), a non-profit organization whose mission is to support women in their leadership development, career advancement and access to board seats. She also represents Rio Tinto at various corporate events.



Ms. Gagnon, recently, an ice jam on the St. Lawrence forced the departure of an icebreaker normally assigned to the Saguenay.

Can you explain the repercussions this situation had on your activities?

When icebreaking services were interrupted, Rio Tinto's port facilities found themselves in a worrisome situation regarding raw material supplies (primarily bauxite and alumina) for the company's Saguenay-Lac-Saint-Jean smelters.

In January 2019, the ice jam on the lake St. Pierre had significant repercussions on icebreaking services in the Saguenay fjord. Four ships carrying raw materials headed for our regional operations got stuck in the ice because the icebreaker normally assigned to the Saguenay had

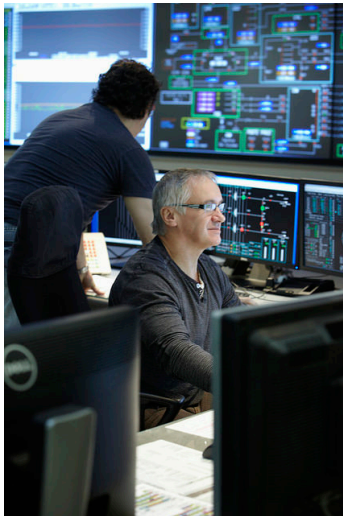
been transferred in lake St. Pierre.

When a ship is icebound and unable to reach our port facilities, it can impact our aluminum smelters' operations. This is a big problem since our inventories—while considerable—can only support our facilities' consumption for a few days.

"Should our raw material supply be cut, the potential impact could result in a production shutdown, the loss of hundreds of jobs and start-up costs that could total hundreds if not thousands of millions of dollars."

Over the last eight years, we have experienced similar situations six times. Every time, we have publicly expressed the need for a reliable icebreaking service 24/7. We reiterate that a reliable icebreaking fleet is essential to enable ships to reach our port facilities in order to supply our Saguenay–Lac-Saint-Jean operations.

Rio Tinto is in contact with the Canadian Coast Guard, with whom we have excellent relations. However, we hope that action will be taken as soon as possible to ensure our supply security in the long term.



Employees in Saguenay facility

Rio Tinto was recently named one of Montréal's top employers. Can you tell us why it is important to invest in you employee's development?

Rio Tinto is pleased to have been named one of Canada's top 100 employers under a nationwide project highlighting companies that offer exceptional workplaces for their employees.

At Rio Tinto, we value creative thought and collaboration, and we see our employees' development as the key to success for a prosperous future.

"Rio Tinto has introduced a new global standard in paid parental leave for all of its employees. The company has also implemented support measures for North American employees affected personally by family or domestic violence, or where an immediate family member is affected by such violence."

The biggest mining and metallurgical company operating in Canada, with its approximately 15 000 employees, Rio Tinto recently made its Montréal office a global hub, whose mission is to support its different operations around the world. Offering a stimulating work environment, where our employees innovate, is essential.

The Canada's top 100 employers competition spotlights companies who offer outstanding human resources programs and forward-looking workplace policies.

In 2018, Rio Tinto and Alcoa announced the creation of the first-ever carbon-free aluminum smelting process. Can you tell us about the environmental advantages of such a process?

Elysis, a joint venture partnering Rio Tinto, Alcoa, the Québec government, the Government of Canada and Apple, and headquartered in Montréal, will operate a research centre in Québec's Saguenay-Lac-Saint-Jean region to develop a revolutionary new aluminum production technology.

This technology represents the culmination of decades' worth of research and development. Elysis will have access to a host of patents and intellectual property.

"Once fully developed, this technology will eliminate direct greenhouse gas emissions from the smelting process and strengthen the closely integrated Canada-United States aluminum production and processing industry."

Associated with the use of hydroelectricity, this new technology will allow Québec to stand out worldwide by producing aluminum with virtually no carbon footprint.

This increasingly reinforces the key role aluminum plays in human progress, through the manufacture of stronger, lighter, more energy-efficient items that can be recycled indefinitely.

The joint venture Elysis will continue developing the process and sell a technology package as of 2024.



Aluminium ingots made from an electrolysis process almost free from GHG emission