

GLENCORE

# Building for the future





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# Building for the future

2020 has been a year of change for all of us. Among the disruption and the challenges, we have worked to build a strong foundation for the future, launching our new net-zero ambition to help us to further drive long-term value and make a positive contribution to society.

## Quick links



### Safety

Our top priority is to protect the health and wellbeing of all of our people.



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### Net Zero

We have a role to play in enabling the transition to a low-carbon economy.



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### Human Rights

We uphold the dignity, fundamental freedoms and human rights of our people and communities.



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### Responsible Citizenship

We aim to build partnerships to support sustainable development and growth.



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# At a glance

We are one of the world's largest natural resource companies, sourcing the commodities for today's needs and the low-carbon future.

## Our values

Our Values reflect our purpose, our priorities and the beliefs by which we seek to conduct ourselves and carry out our business activities. They define what it means to work at Glencore, regardless of location or role.



### Safety

We never compromise on safety. We look out for one another and stop work if it's not safe.



### Integrity

We have the courage to do what's right, even when it's hard. We do what we say and treat each other fairly and with respect.



### Responsibility

We take responsibility for our actions. We talk and listen to others to understand what they expect from us.



### Openness

We're honest and straightforward when we communicate. We push ourselves to improve by sharing information and encouraging dialogue and feedback.



### Simplicity

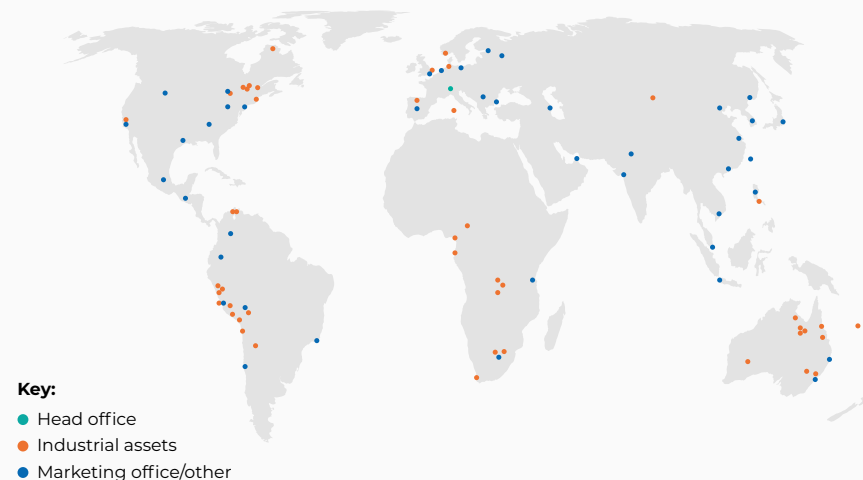
We work efficiently and focus on what's important. We avoid unnecessary complexity and look for simple, pragmatic solutions.



### Entrepreneurialism

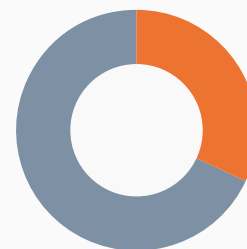
We encourage new ideas and quickly adapt to change. We're always looking for new opportunities to create value and find better and safer ways of working.

## Where we operate

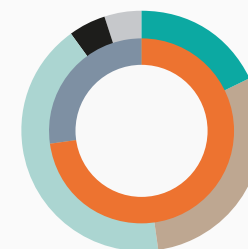


## Performance review

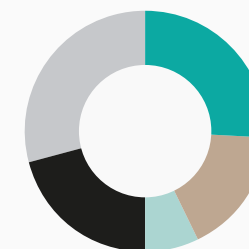
### Adjusted EBITDA 2020



### Revenue<sup>1</sup> by region and segment 2020



### Non-current assets by region



### Business segments

- Marketing
- Industrial

### The Americas

- Europe
- Asia
- Africa
- Oceania

<sup>1</sup> Marketing revenue stated after inter-segment eliminations

# Performance Dashboard

We take our responsibilities to our people, to society and to the environment seriously, and align our activities with the relevant international standards.

## Sustainable Development Goals

Our business is aligned with the United Nations Sustainable Development Goals (SDGs) agenda. Elements of our work impact each of the SDGs, but we also focus our efforts on those which we believe align most closely with our strategic priorities. Within this document, we have also indicated where we believe specific SDGs align with the data supplied, although this is not exhaustive.



### Fatalities at managed operations

We are saddened to report the loss of eight lives at our operations during 2020, compared to seventeen during 2019. All loss of life is unacceptable and we are determined to eliminate fatalities across our business.



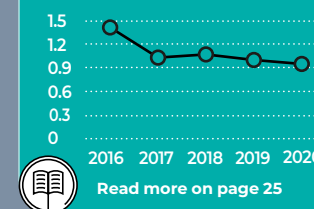
### New occupational disease cases

We recorded a slight increase in the number of new cases of occupational disease, 111 cases (2019: 106).



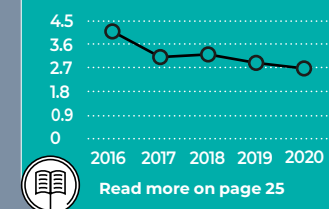
### Lost time injury frequency rate (LTIFR) (per million hours worked)

During the year, our lost time injury frequency rate was slightly lower than the previous year at 0.94 (2019: 0.99).



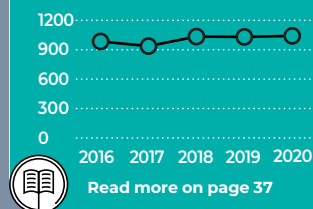
### Total recordable injury frequency rate (TRIFR) (per million hours worked)

During the year, our total recordable injury frequency rate was down on the previous year at 2.6 (2019: 2.9).



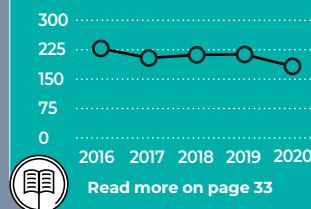
### Water withdrawn<sup>1</sup> (million m<sup>3</sup>)

In 2020, we withdrew 1,027 million m<sup>3</sup> of water (2019: 1,017 million m<sup>3</sup>). The small increase in withdrawn water is primarily due to improving the calculation methodology at a smelter that utilises seawater for cooling purposes.



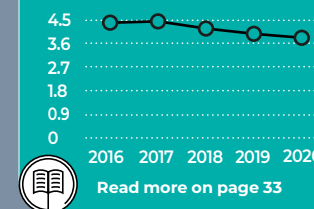
### Total energy (petajoules)

Our total energy use at our operated assets was 180PJ (2019: 210PJ). Renewable energy sources delivered 13.3% of our total energy needs (2019: 12.5%).



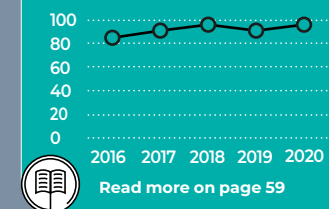
### Carbon emissions intensity (tGHG/tCu)

We have exceeded our 2020 target of reducing Scope 1 and 2 emissions intensity by 5% compared to the 2016 baseline, with a 13.2% reduction achieved.



### Community investment spend (US\$ million)

In 2020, we spent \$95 million on community development programmes, of which \$19 million was spent on Covid-19 related initiatives (2019: \$90 million).



2016 data includes Viterro, formerly known as Glencore Agriculture; 2017–2020 data excludes Viterro.

<sup>1</sup> Water withdrawn includes precipitation directly or indirectly captured in our water dams and ponds, as well as precipitation that requires treatment ahead of discharge to meet applicable discharge limits.



# Chairman's introduction



"I am proud of the rapid response we have put in place at Glencore, to adapt our business and protect and support our people and communities."

Tony Hayward

I am pleased to introduce Glencore's 2020 Sustainability Report, which covers our performance and activities for a year during which we saw significant changes around the world due to the global pandemic.

The rapid spread of the Covid-19 virus and the changes it brought to our daily lives significantly impacted governments, corporates and individuals. The safety of our people and our host communities is always our top priority. I am proud of the rapid response we have put in place at Glencore, to adapt our business and protect and support our people and communities. Our comprehensive and flexible approach enabled our operations to respond appropriately to local needs and expectations.

In April, we announced a US\$25 million Glencore Community Support Fund. We designed the Fund to be flexible and responsive to short-term immediate needs, while recognising that there may be longer-term social impacts. The Fund complements existing efforts by our local teams to provide the support their communities most need at this time.

The Fund initially prioritised assistance to local health authorities and community organisations to help with the immediate impacts of the crisis, such as access to clean water, hygiene products and medical equipment. Going forward we will identify and support initiatives that support the recovery from the short and long-term impacts of the pandemic.

## Safety

Despite improvements to our safety performance, I am saddened by the loss of eight lives at our operations during the year. It is unacceptable that any person loses their life in a Glencore workplace and we continue our efforts to eliminate fatalities across our business.

As we reported in our 2019 Sustainability Report, we have identified assets within our zinc and copper commodity departments that present the greatest safety challenges in the Group. During the year, these two departments presented 'safety cases' to the Board HSEC Committee, on which I sit. The safety cases describe the actions they are implementing to achieve our goal of zero fatalities. In September, we initiated a verification process to confirm the effective implementation and closeout of the corrective actions identified during the assessments.

**"The majority of our earnings comes from the metals and minerals that enable the transition to a low-carbon economy"**

I am pleased to report that both departments began to show an improvement in their safety performance during 2020.

## Announcing our longer-term Paris-aligned target and ambition

The majority of our earnings comes from the metals and minerals that enable the transition to a low-carbon economy. We are also identifying opportunities to contribute to the global effort to achieve the goals of the Paris Agreement by decarbonising our own operational footprint.

In 2017, we set a target of reducing our Scope 1 and 2 emissions intensity by 5% by 2020 against a 2016 baseline. I am pleased to announce that we have surpassed this target and reduced our emissions intensity by 13.2%. We achieved this reduction through a range of measures including abatement and process changes at our operations.



## Chairman's introduction continued

Glencore's cross-function and multi-commodity climate change working group, which I chair, has supported the delivery of our public commitments on climate change through reviewing, developing and progressing the Group's strategic approach to climate change. The work undertaken by this group led to our announcement in December of a new medium-term target to reduce our total emissions footprint (Scope 1, 2 and 3) by 40% by 2035 on 2019 levels and our ambition of achieving a net zero total emissions footprint by 2050, putting our business strategy on a trajectory consistent with the 1.5°C scenario set out by the Intergovernmental Panel on Climate Change and the goals of the Paris Agreement.

### Stakeholder engagement

Throughout the Group, we engage with a broad range of stakeholders across wide-reaching topics. In my role as Chairman, I have spoken on many subjects, but particularly over the past couple of years on climate change, management succession and corporate disclosure.

Our stakeholders are looking more closely at the various ESG disclosure frameworks, and requesting companies to indicate how these frameworks apply to their disclosures. SASB has been of particular interest to our investors, focused as it is on companies' financial condition, operating performance and risk profile.

Our membership of the ICMM requires Glencore to report to the GRI Standard. In response to the different information needs of our stakeholders, we have initiated a project to map the SASB reporting requirements to those of the GRI. Our initial findings are included in our 2020 Environmental, Social Governance Data starting on page 84.

### Governance

During the year, reflecting the growing importance of sustainability-related topics to our business and stakeholders, the management team expanded the scope of the former Business Ethics Committee, to include key ESG matters for the Group. This management committee, now known as the Environmental, Social and Governance Committee, supports the reporting framework to the Board and its Committees.

We also initiated a review of our entire policy architecture and framework. During 2021, we will roll out a suite of revised and/or new policies, which the Board have reviewed and approved, supported by other documents such as standards and procedures which reflect our commitments to operate responsibly and ethically. Further information is available on page 10.

During the last 15 months, Kalidas Madhavpeddi and Cynthia Carroll have joined the Board as non-executive directors. We are extremely pleased to have secured such strong industry experts. Kalidas, with over 30-years' experience in the international mining industry, chairs the Audit Committee and is a member of the Nomination and Remuneration Committees. He also attends the HSEC Committee and has made valuable contributions to its discussions. Cynthia brings an extensive knowledge of the resources industry and is a member of the Board's HSEC Committee.

The 2018 UK Corporate Governance Code provides that a company's Chair should be subject to a nine-year term limit from first appointment as a director. However, the Board recommended to shareholders that I remain as Chairman while it concludes the senior management succession and for the ongoing investigations. Following consultation with a number of our

leading shareholders on this issue, they expressed support for a second and final extension to my term as a Chairman, which the Board has recommended to shareholders. I will step down at the latest by the 2022 AGM. A search for my successor is underway.

We have announced that Ivan Glasenberg will retire on 30 June 2021. This will complete the succession plan for the senior business leadership team. Our CEO designate, Gary Nagle, has been with Glencore for more than 20 years. He understands the unique aspects of this business and culture and I have every confidence he will build upon the strong foundation that he inherits.

With the transition of leadership from Ivan to Gary, we will complete the final part of our transition to a new executive team. The Board believes that we have exceptional new management in place to continue to drive our business forward.

### Tony Hayward

Chairman  
14 April 2021





## CEO's review with Ivan Glaserberg and CEO elect, Gary Nagle



I am proud of the great company that we have built, creating one of the world's largest diversified miners and marketers of commodities.

Ivan Glaserberg

### Business overview

Covid-19's rapid spread throughout the world and its impacts on our lives was an unexpected and extraordinary challenge. We took rapid steps to adjust workplace practices in our offices and at our industrial sites and to adopt appropriate responses that prioritised the safety and wellbeing of our colleagues, their families and those living around our operations.

Where our risk assessment determined it was appropriate to do so, or in line with national and regional guidance, we suspended operations temporarily at some of our industrial assets. However, the majority of our assets continued to operate relatively normally following the implementation of appropriate precautionary measures.

For the extractive sector, the cumulative impacts of mine supply disruption helped to offset the initial demand shock from rapid lockdowns and the corresponding slowdown in global economic activity.

Overall, we are proud of our performance during this unprecedented challenge and ability to deliver strong results.

### Safety

While we saw a year-on-year improvement in our Group-wide safety performance, we are saddened to report that eight people lost their lives at our operations in 2020. Any loss of life is unacceptable.

In 2013, we launched SafeWork as a Company-wide initiative to eliminate fatalities and serious injuries. During 2020, we undertook a comprehensive review of SafeWork, what was working and what required improvement. This involved deep dive reviews at targeted assets and a number of interviews.

We recognise that SafeWork is the right programme if well led and fully and consistently implemented. In 2021, we will be relaunching SafeWork. We have made it easier to use and simpler to understand. We have reset expectations and clarified requirements.

### Aligning our business strategy with the goals of the Paris Agreement

We are one of the largest producers of copper, nickel and cobalt. These commodities are essential for the infrastructure and batteries associated with electric vehicles and energy storage. We continue to prioritise investment into these commodities.



"I am honoured to be taking over from Ivan. He has built a robust company that is well prepared for tomorrow's opportunities, as well as addressing the next set of challenges, arising from the transition to a low-carbon economy. Glencore is uniquely positioned to support the global decarbonisation efforts, and I look forward to leading the Company in this chapter of its evolution."

Gary Nagle

## CEO's review with Ivan Glasenberg and CEO elect, Gary Nagle continued

We also recognise our responsibility to contribute to the global effort to achieve the goals of the Paris Agreement through decarbonisation of our own operational emissions footprint. We have chosen to adopt a holistic approach, considering our total emissions footprint. In December, we announced a medium-term targeted 40% reduction of our total (Scope 1, 2 and 3) emissions by 2035 on 2019 levels. Post 2035, our ambition is to achieve, with a supportive policy environment, net zero total emissions by 2050.

### Strengthening our approach to human rights

During the year, we reviewed and updated the Group Human Rights Policy to reflect our commitments to a range of international human rights instruments. This Policy articulates the fundamental elements of our approach and sets out how we fulfil our commitment to respect human rights. The revised version strengthens our approach to human rights.

In 2020, we became a member of the Fair Cobalt Alliance (FCA). The FCA's mission is to transform ASM in the Democratic Republic of Congo in a positive manner through eliminating child and forced

labour, supporting the professionalisation of ASM through the adoption of responsible mining practices, and identifying and supporting alternative livelihoods to help increase incomes and reduce poverty.

### Participating in the development of a Global Industry Standard on Tailings Management

In 2020, the Global Tailings Review, co-convened by the International Council on Mining & Metals (ICMM), United Nations Environmental Programme and Principles for Responsible Investment, developed and published a new Global Industry Standard on Tailings Management (the GISTM). Glencore participated in the development of the GISTM as part of a dedicated ICMM working group and I have been one of the CEOs closely involved in the dialogue with the co-convenors.

All ICMM members, including Glencore, have committed to implement the GISTM. All of our tailings facilities with 'Extreme' or 'Very high' potential consequences will be in conformance with the GISTM by 5 August 2023. Our other relevant tailings facilities will be in conformance with the GISTM by 5 August 2025.

In early 2021, we updated our tailings-related disclosures to meet the reporting requirements of the GISTM and to provide additional explanatory notes on

our progress at key dam upgrades and where we have further strengthened management systems.

During the year, the Board approved a new Tailings Storage Facilities Policy, which will be implemented during 2021.

In 2020, we entered into a global agreement with a leading global provider, Tre-Altamira, to extend satellite monitoring to over half of our facilities. This is the largest industry agreement to date for specific satellite monitoring of tailings facilities.

### Going forward

This is the last Glencore Sustainability Report for which I will write a review. With this in mind, I would like to thank you for your continued interest in Glencore's sustainability-related approach and performance. Our engagement with external stakeholders provides a key input into shaping how we operate and respond to opportunities and challenges.

I would like to take this opportunity to thank all of those working at Glencore, whose continued efforts ensure the ongoing success of our Company.

### Ivan Glasenberg

Chief Executive Officer  
14 April 2021

### Looking forward

In December, after almost 40 years in the business and 20 years as CEO, I announced my intention to retire during the first half of 2021. Gary Nagle, the former head of Glencore's industrial coal assets, will succeed me, becoming Glencore's next, and fourth, chief executive.

I have always regarded it as a critical part of my job to develop the next generation of leadership at Glencore and I am proud of the strong leadership team that we developed from which we were able to select Gary.

I am proud of the great Company that we have built, creating one of the world's largest diversified miners and marketers of commodities. Our diversified portfolio uniquely positions us to play an essential role in the global transition to a low-carbon economy.

I am confident that Gary's leadership, along with the support of the management team, will enable Glencore to take advantage of the opportunities that lie ahead and be a strong custodian for my ongoing shareholding in the Company.





# Purpose and strategy

1

## Our purpose:

**Responsibly sourcing the commodities that advance everyday life**

## Our strategy:

**To be a leader in enabling decarbonisation of energy usage and help meet continued demand for the metals needed in everyday life while responsibly meeting the energy needs of today**

## Responsible production and supply

Integrity, responsibility and safety are our core values that are embedded in everything we do. We are committed to operating ethically, responsibly, and to contributing to socio-economic development in the countries where we operate.

We will continue to focus on reducing the carbon footprint of our operations and will allocate financial returns towards fulfilment of our business strategy.

Our commitment is delivered through our operational excellence, health and safety and ethics and compliance programmes, advancing our environmental performance, respecting human rights and by developing, maintaining and strengthening our relationships with all of our stakeholders.



2

## Responsible portfolio management

We will prioritise investment in metals that support the decarbonisation of energy usage as well as help meet demand for metals needed in everyday life. We will also reduce our coal production in line with our various climate action commitments and the electrification and decarbonisation of energy systems.

Our capital allocation supports this strategy through the optimal balance of debt and equity, distributions to shareholders and business reinvestment in transition commodities and value accretive Scope 1 and 2 abatement opportunities that help achieve medium-term Paris alignment and our 2050 net-zero ambition.



3

## Responsible product use

A low-carbon future requires responsibly produced low-carbon commodities. We will seek opportunities to increase the proportion of green metals we can supply to customers from our own operations and through our extensive marketing activities.

We will participate in global efforts to improve abatement technologies and availability, as well as resource use efficiency by contributing to the circular economy.



## Sustainability governance

As a global producer and marketer of commodities, our diverse geographic presence, products and activities underpin our uniqueness. The integration of our marketing and industrial businesses sets us apart from our competitors, helps us generate value and provides greater oversight over our value chain.

Our portfolio aligns with our purpose, responsibly sourcing the commodities that advance everyday life and enables the transition to a low-carbon economy, while meeting society's energy needs as it progresses through the transition.

Our strategic priorities of responsible production, portfolio management and product use, commit us to operating ethically, responsibly and contributing to socio-economic development in our operating countries.

Our Board HSEC Committee sets the strategic direction for our sustainability activities and oversees the development and implementation of our strategic health, safety, environment, community and human rights (HSEC-HR) programmes.

Oversight and ultimate responsibility for our Group sustainability strategy and framework as well as its implementation across the Group rests with our senior management team. They take a hands-on approach to monitoring and managing sustainability activities around the Group.

Our Group policies support the delivery of our Values and Code of Conduct, which together detail the behaviour and performance expectations for all assets and offices where we have operational control. Our assets tailor their implementation of Group policies to reflect local cultures, regional challenges and to leverage opportunities while meeting the expectations established by the policies.

### Sustainability at our independently operated joint ventures (JVs)

We have a non-controlling interest in four major mining assets, the Antamina copper-zinc mine in Peru (33.75% interest), the Cerrejón coal operation in Colombia (33% interest), the Collahuasi copper mine in Chile (44% interest) and the Hunter Valley coal operations in Australia (49% interest). In addition, we own 49.9% of Viterro, formerly known as Glencore Agriculture.

Independent management teams operate our non-controlled JVs. Along with our JV partners, we participate in board shareholder committees that take key strategic decisions and we use this participation to influence the independent management teams to adopt appropriate operational and governance standards that reflect those of Glencore and the other JV partners.

**“Our portfolio aligns with our purpose, responsibly sourcing the commodities that advance everyday life and enables the transition to a low-carbon economy”**

Along with our JV partners, we are working with the management teams at Antamina and Cerrejón to map their processes and standards against the requirements of the International Council on Mining & Metals (ICMM).

At Antamina, the completion in 2019 of an analysis and a workshop with shareholders' representatives identified no significant gaps in its alignment of corporate practices with the ICMM expectations. However, the process recommended formalising relevant documents and existing practices for human rights, closure, water stewardship, waste management and climate change to support improved internal communication and understanding. Antamina is working on the recommendations.





## Sustainability Governance

continued

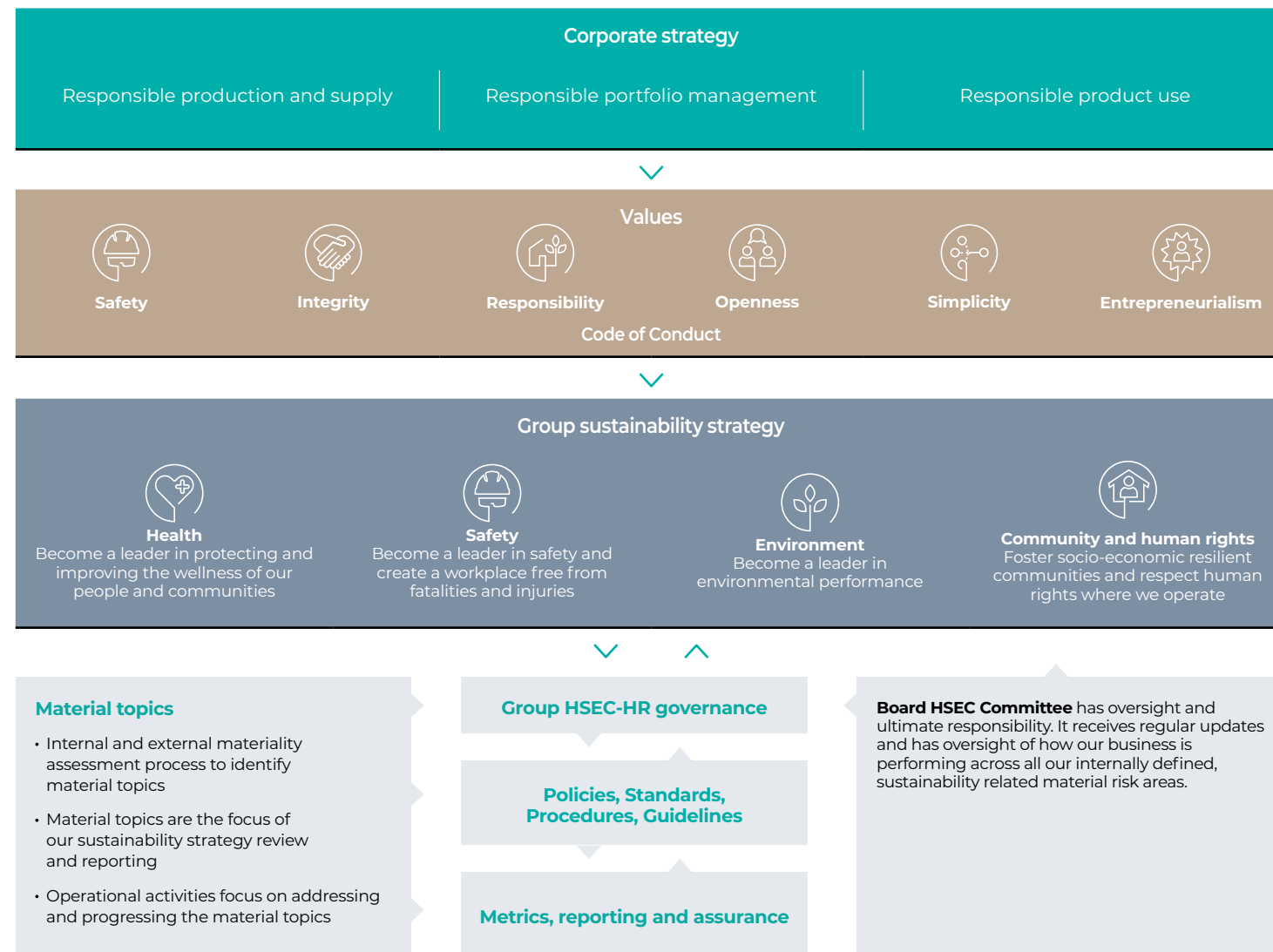
In 2019, Cerrejón worked with an external consultant to analyse the alignment of its policies and practices with those of ICM. The findings generally showed a high degree of alignment and Cerrejón implemented an action plan to close existing gaps. During 2020, Covid-19 affected the delivery of the plan. Cerrejón anticipates addressing the prioritised actions during 2021.

### Strengthening our Group Policy architecture

In 2019, we initiated a cross-functional project to develop and implement a more streamlined and consistent approach to our Group policy architecture and the underlying policies, standards, procedures and guidelines.

The project considered the commitments we are required to meet through our membership and support for external organisations such as the UN Global Compact, International Labour Organization Declaration on Fundamental Principles and Rights at Work, and the UN Guiding Principles on Business and Human Rights. It also took into account the ICM's Performance Expectations, see page 12.

## Sustainability framework



## Sustainability Governance

continued

During 2021, we will conduct a Group-wide roll out of the new Group Policies, as well as their supporting governance. We will track implementation progress through a gap analysis for each asset and are targeting full implementation by 2024.

### Developed new Group targets

In 2020, in response to the expiry of some of our five-year HSEC-HR strategic targets, we worked with internal subject matter experts to develop new Group targets for safety, health, environment and community and human rights.

The roll-out and implementation of our new Policies and their supporting standards will strengthen our governance for overseeing the implementation of these targets. Both the HSEC-HR corporate team and commodity departments review progress on a monthly and quarterly basis, depending on the target.

### Group targets:

#### Risk Management and Governance

- Implement a proactive risk-based approach to prevent HSEC-HR incidents
- Compliance with Global Industry Standard for Tailings Management for 'Very High' and 'Extreme' consequence by 5 August 2023 (all others by 5 August 2025)

#### Health

- Year-on-year reduction in the number of new occupational disease cases (excluding new cases from legacy exposures)

#### Safety

- No fatalities

#### Environment

- 40% absolute reduction in Scope 1, 2 and 3 emissions by the end of 2035 against a 2019 baseline
- Ambition of achieving net zero for Scope 1, 2 and 3 emissions by the end of 2050

- By 2023, all managed operations located in water stressed regions<sup>1</sup> to finalise the assessment of their material water-related risks, setting local targets and implementing actions to reduce impacts and improve performance
- No serious environmental incidents

#### Community and Human Rights

- Do not cause or contribute to incidents resulting in severe<sup>2</sup> human rights impacts

<sup>1</sup> Water stressed regions are defined as having a medium to extremely high or arid and low water-use baseline, as per the Water Resources Institute definitions

<sup>2</sup> Severe is the equivalent of Catastrophic and Major on Glencore's incident classification scale (see Glossary page 146). For human rights, a Catastrophic incident is one with a gross human rights violation or grave systemic human rights impacts and a Major incident involves an isolated grave or serious systemic abuses on economic, social and cultural rights



# ICMM Performance Expectations

Every ICMM company member must adhere to its Mining Principles, which include comprehensive ESG requirements, robust site-level validation of performance expectations and credible assurance of corporate sustainability reports with annual disclosure.



Read more on  
mining principles

The Mining Principles comprise ten sustainable development principles and eight position statements that include specific commitments on issues ranging from biodiversity to water management, public reporting on performance and obtaining independent assurance that members meet the ICMM commitments.

In 2018, ICMM commenced the development of a more comprehensive set of Performance Expectations (PEs) for members to manage a broad range of sustainability issues, at corporate and operational levels, to enhance the original ten principles. The development of the PEs supports ICMM's aim to retain its position as an industry association dedicated to best practice for sustainable development and to align with emerging expectations of customer groups and other industry platforms on assurance of compliance at site and corporate levels.

ICMM expects its members to implement the ICMM Assurance and Validation Procedure for the Mining Principles for reporting periods starting on or after 1 January 2021. Robust, site-level validation and corporate assurance mechanisms support implementation. Every three years, applicable assets undergo self-assessment and prioritised assets conduct third-party validation.

ICMM expects its company members to disclose their progress in implementing the PEs, with reports on validation activities at sites, commencing on an annual basis from the 2022 reporting period.

## PE validation comprises the following elements:

- Self-assessments of all assets against the PEs
- Prioritising assets for third-party validation
- Conducting third-party validation of the prioritised assets
- Disclosing results of third-party validation on an annual basis (eg in the Sustainability Report)

In 2019, we conducted an initial exercise to map the PE 'intent' with our existing policy requirements, finding that the majority of our existing requirements include the PE requirements. In early 2020, our assets and regions undertook the self-assessment process. Reflecting its findings, we are reviewing and improving our methodology and approach. All our assets will undergo self-assessment in late 2021.

In addition, as part of our corporate-level self-assessment process, we have interviewed representatives from each of the corporate functions. The corporate-level self-assessment will be validated by Deloitte later this year.

Our Group Policy Architecture project incorporated the findings from our work to implement the ICMM PE validation process and our new Group HSEC-HR Policies and management approaches align with the PE requirements.

We are now working on an integrated assurance model to support robust site assurance processes, as well as comprehensive oversight by our commodity departments to validate the results efficiently. This will underpin our disclosure efforts and ensure we meet the ICMM's PE deadline.



# Stakeholder engagement

We are actively supportive of transparent and constructive stakeholder engagement and consultation. Stakeholder scrutiny supports the maintenance of the high standards of business conduct that is vital to our corporate culture and the long-term success of the Group.

## Covid-19

During 2020, of key interest to our stakeholders has been the impact of the global pandemic on our business, the steps we took to protect our workforce, to respond to the virus in our local communities and to support government-led initiatives, and our ability to meet our customers' requirements.

The effects of the pandemic continue to be felt globally and we will continue to respond to our stakeholders' request for information and engagement on the topic

## Our stakeholders

We recognise that robust, respectful and two-way relationships with our stakeholders are essential for our assets to continue to operate. Through building constructive and transparent relationships with our stakeholders, we can strengthen our approach locally and globally and improve our operating processes and performance.

Our stakeholders include our workforce, shareholders, suppliers, partners, customers, governments and regulators, local communities, traditional authorities, non-governmental organisations, labour unions, civil society, media and industry peers.

## Our workforce and labour unions

Through developing and building a cohesive workplace culture that encourages all of our people to focus on the same goals, we can deliver our strategic priorities. We have a Group-wide internal communications programme for our SafeWork initiative. We make our Raising Concerns platform available to all of our employees and contractors as a means to raise concerns. We uphold our workers' rights to freedom of association, to unionise and to collective representation, regardless of their location or duties. At many of our assets, unions play an active role in safety committees. We take an honest and open approach to working with labour unions and undertake negotiations in good faith.

## Governments

We develop and maintain constructive relationships with national, regional and local governments in the countries where we operate, and maintain regular dialogue on all relevant issues. We do this by a variety of means that best reflect the local context. Engagement activities may be individually, collectively with other companies or organisations, or as part of an industry association. When dealing with governments, we conduct ourselves in accordance with Glencore's Code of Conduct and our policies do not permit the use of our funds or resources as contributions to any political campaign, political party, political candidate or any such affiliated organisations.

### Key concerns in 2020

- Measures to protect the workforce from Covid-19, including testing, PPE and social distancing
- Fatalities
- Occupational health and safety
- Company culture and reputation
- Compensation and career opportunities
- Negotiations of workplace agreements
- Industrial relations and potential site closures

### Key concerns in 2020

- Opportunities to contribute to government-led responses to Covid-19
- Tax and royalty payments
- Climate change
- Operational environmental management
- Community socio-economic development projects
- Occupational health and safety Security
- Engagement with civil society

**Stakeholder engagement** continued**Communities**

Our asset-based community engagement teams build relationships with local communities and decision-making authorities. They meet and engage with the communities living around our operations to share information about our activities that may affect them, key risks and control measures, and to help us understand their views and address any concerns raised. We adapt our approach to reflect the operational and cultural environment and it can include open-house sessions, formal engagements, face-to-face discussions and local grievance mechanisms.

**NGOs and civil society**

We engage with NGOs, think tanks and business associations that share our interests and concerns. Topics of discussion include broad policy issues with a global or national reach, as well as local matters that affect the communities close to our operations. We welcome constructive feedback on our activities, and seek to engage with all our critics or, at the very least, respond to their concerns to increase understanding.

**Financial community and media**

We actively engage with our investors and financial institutions through regular communication, one-on-one meetings, roadshows and Q&A sessions. We engage with the media at global, national and local levels on topics of public interest. Our approach is one of transparency and timely communications to support fair disclosure.

**Suppliers and customers**

We maintain good relationships with our suppliers and customers, engaging regularly with them to understand their views, expectations and perspectives. We undertake risk-based due diligence on our supply chain, both for the goods and services we procure as well as the third-party commodities we purchase. We are active in many industry initiatives, where we work to promote the safe use and handling of our products. We share the specifications of our products and any associated risks with our customers.

**Key concerns in 2020**

- Health, economic and financial support in response to Covid-19
- Local employment including strengthening diversity, and procurement opportunities
- Engagement with First Nations, Indigenous Peoples and Traditional Authorities
- Socio-economic development projects
- Social transition for post-mining environment
- Delivery of agreed commitments
- Environmental management
- Potential site closure
- Operational impacts
- Tailings storage facilities
- Security
- Engagement with civil society

**Key concerns in 2020**

- Role of business in responding to Covid-19
- Expectations on businesses supporting the delivery of the UN SDGs
- Human rights
- Tailings storage facilities
- Social incidents
- Public health
- Operational and environmental management
- Socio-economic development projects
- Transparency
- Industrial relations
- Security
- Engagement with civil society
- Legal compliance with regulations and permits

**Key concerns in 2020**

- Impact of Covid-19 on business performance
- Financial performance
- Operational performance
- Integration of sustainability
- Transparency in payments to government
- Bribery and corruption
- Legal compliance with laws and regulations
- Climate change
- Tailings storage management
- Human rights
- Industrial relations

**Key concerns in 2020**

- Addressing Covid-19 through the supply chain
- Procurement spend
- Contractor management and oversight
- Responsible sourcing and supply
- Bribery and corruption
- Human rights
- Legal compliance with laws and regulations





## Stakeholder engagement continued

### Peer companies

At both global and national levels, we engage with other mining and extractive companies through various platforms. These ICMM and the Voluntary Principles on Security and Human Rights. These initiatives provide an opportunity to learn from best practice and to find industry-wide solutions to common challenges. At an operational level, we often work with other multinational and domestic mining companies through nationally run chambers of commerce to deliver an industry-consistent voice during engagement on industry topics.

### Participation in external initiatives

We participate in a wide range of external initiatives, including global, national and regional organisations. Our participation supports our commitment to ongoing improvement in our approach and performance. Our activities in these organisations varies, ranging from reporting our progress to taking a role in driving strategic change. A number of external organisations assess and publicly report on our performance. We are also members of a number of other industry- and commodity-specific organisations that encourage the extractive sector to adopt and implement a consistent approach.

### Key concerns in 2020

- Sector response to Covid-19
- Occupational health and safety
- Public health
- Climate change
- Tailings storage management
- Transparency in payments to government
- Land management, site closure and water
- Security and engagement with civil society

### Key concerns in 2020

- Sector response to Covid-19
- Transparency in payments to government
- Product life cycles
- Climate change
- Impact of emerging regulation and policy development



## Switzerland

In 2020, the public campaign on the Swiss 'Responsible Business Initiative' (RBI), or 'Unternehmensverantwortungsinitiative', was at the centre of stakeholder attention and engagement activities in Switzerland, the location of our head office.

The RBI was originally filed in 2016 by a coalition of Swiss civil society organisations, asking for a change to the Swiss Constitution to introduce mandatory human rights and environmental due diligence for Swiss companies and their activities abroad, coupled with parent company liability in Switzerland.

Following extensive consultations, the Federal Parliament agreed on a possible indirect counter-proposal to the RBI. The counter-proposal focuses on mandatory ESG disclosure as well as mandatory due diligence on conflict minerals and in areas where there is a risk of reasonable suspicion of child labour.

Fines can be imposed for non-compliance.

In November 2020, the referendum (eidgenössische Volksabstimmung) narrowly rejected the RBI, and the government will implement its counter-proposal. Glencore welcomes the implementation of the indirect counter-proposal, as it is internationally-aligned and promotes the protection of human rights and environment through new transparency and due diligence measures.

Recognising the need to inform our stakeholders in Switzerland about the way we operate, we took a proactive engagement approach across different communications channels. In late 2020, we launched a long-term promotional campaign that provides information about our business, addresses potential concerns about the way we operate, and raises awareness of the importance of our products to enable the transition to a low-carbon economy in a sustainable and responsible way.



# About this report

Further information about our general approach and position on various sustainability issues is available at [glencore.com/sustainability](https://glencore.com/sustainability)



**Read more**  
[here](#)

This Sustainability Report has been prepared in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards, core option, including the metals and mining sector supplement. Our online ESG Data Book and GRI Index 2020 provides further details: [glencore.com/sustainability/reports-and-presentations](https://glencore.com/sustainability/reports-and-presentations).

Deloitte LLP has independently assured this Report's GRI compliance (see the Assurance statement in the Additional information section).

Glencore is a signatory to the principles of the United Nations Global Compact (UNGC) and this Report serves as our advanced level UNGC Communication on Progress, outlining our support for its broader development objectives and our work on implementing the principles. It also fulfils our reporting requirements as members of the International Council on Mining & Metals (ICMM).

## Boundaries and scope

This Report includes information and data from our industrial and marketing activities, including only assets where we have operational control, and excluding investment and holding companies.

We exclude environmental data from our warehouses, silos, ports and other small non-producing sites, with the exception of any environmental spills if they occur, as their contribution to these indicators is immaterial. Our corporate and marketing offices do not report on environmental, health and safety data.

Closed sites (or sites in the care and maintenance phase of their life cycles) report on a limited indicator set, reflecting their reduced activities and workforce.

This Report contains data for the full year 2020. Acquisitions are only included if they were integrated before 1 July 2020. Data from divestments is included until the month before disposal.

We base workforce numbers on their end of year status, making them the exception to this rule. As a result, this Report does not include workforce data from assets that were disposed of in 2020.

## Data and information

Glencore's internal reporting systems capture and retain the data in this Report. The metrics in this Report reflect those used in the commodity markets and sectors in which we operate and are primarily based on GRI indicators, including indicators from the GRI metals and mining sector supplement.

In some instances, we have restated figures from previous years to reflect improvements in our data collection, analysis and validation systems. All figures stated in this Report represent the latest available data unless referenced in the text. Some of the totals shown may reflect the rounding up or down of subtotals.

Glencore seeks to report on every incident in the period when it occurs. Occasionally, our incident reporting may take place later due to an improved understanding of the incident or revisions to its classification. Where this results in a restatement of previously reported data, we will publicly disclose the restatement and its rationale.

Deloitte LLP has not undertaken additional work to review accuracy and completeness for restated data for previous reporting years and has not provided assurance for restated data.

We may change our approach to how we report our data in future sustainability reports without prior announcement; we may also change the reporting of specific data and its interpretation.



# Material topics

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## Material topics

Our reporting on our sustainability performance and progress focuses on the topics we identify as material to Glencore's performance and progress, as well as to our future prospects.

We regularly undertake materiality assessments to establish these focus areas. Their findings guide our health, safety, environment and community and human rights (HSEC-HR) strategic review and our reporting disclosures.

Our materiality assessments consider topics at global and local levels, as well as information relating to our business and the wider natural resources sector, regulatory requirements and the topics raised during engagement activities with local communities, investors, the media, governments and non-governmental organisations.

At each of its meetings, the Board HSEC Committee receives an update on our progress on the management of the identified material topics.

### Our material topics for 2020 were:

#### Catastrophic Hazard Management

Catastrophic events in the natural resource sector can have disastrous impacts on workers, communities, the environment and corporate reputation, as well as a substantial financial cost. We are actively identifying, monitoring and mitigating the catastrophic hazards within our business.

#### Water

Water is an essential resource for many of our industrial activities. Some of our assets are located in areas with high and extremely high water baseline stress and share access to water with other local water users. Our assets undertake detailed assessments of their local environmental conditions during the operational changes in their life cycle, to develop water management strategies that maximise the efficient and sustainable use of this important natural resource.

#### Responsible Citizenship

Mining activities can make a significant contribution to the national, regional and local economies in which they operate, through employment, tax and royalty payments, local procurement and social development. Our aim is to minimise adverse impacts from our activities and to build partnerships to support sustainable development and growth.

#### Workplace Health and Safety

We prioritise the safety and health of our employees and contractors and recognise that the success of our business is dependent on a safe and healthy workforce; this is our top priority. We take a preventative approach towards health and safety to establish a proactive safety culture.

#### Land Stewardship

Our assets around the world have direct and indirect impacts on the land. From project design to operational closure, we focus on reducing our physical footprint on the land, identifying, managing and addressing our potential impacts by applying the principles of the mitigation hierarchy (avoid, minimise, restore/mitigate and offset). We look for ways to improve our land stewardship, reduce our impact on landscapes and enable sustainable land use following the closure of our operations.

#### Responsible Sourcing and Supply

We seek to incorporate social, ethical and environmental considerations in our relationships with suppliers and customers. In particular, we are committed to understanding and addressing the risk of human rights violations in our supply chains.

#### Climate Change

As one of the world's largest diversified resource companies, we have a role to play in enabling the transition to a low-carbon economy. We seek to lower the carbon footprint of our own operations, and to support national programmes to achieve the goals of the Paris Agreement.

#### Human Rights

We recognise we have the potential to impact human rights directly through our operations, and indirectly through our relationships with joint ventures, contractors and suppliers. We are committed to respecting human rights and actively support our workforce, business partners and suppliers to understand and meet this commitment.

**This year, we have included our previous standalone Human Rights Report in this Report.**

#### Our People

Attracting and retaining entrepreneurial, focused and dedicated people is fundamental to our future success. We thrive by having a workforce from different backgrounds, cultures and beliefs. This diversity brings the new ideas, innovation and different ways of working that are a core part of who we are at Glencore.

# Catastrophic Hazard Management

Catastrophic events in the natural resource sector can have disastrous impacts on workers, communities, the environment and corporate reputation, as well as a substantial financial cost.

## Major or catastrophic incidents

0 

2019: 0

## SDGs



## Meeting our updated requirements

In South Africa, our Kroondal mine's tailings storage facility (TSF) began operations in 2002 to store tailings from the processing of chrome ore. Kroondal originally designed and constructed the TSF to meet all of South Africa's regulatory requirements.

Following its construction, an informal settlement was established near to the facility and has expanded over time. As part of our Dam Safety Assurance programme, we identified that the prescribed Factor of Safety under the South African regulatory requirements was less than that recommended by international standards. Our assessment also indicated that for seismic stability, Kroondal's TSF could fail under a one in 1,000 years earthquake event.

In 2019, we strengthened our Tailings Storage Facility and Dam Standard and aligned it with the Canadian Dam Association Guidelines.

The updated Standard classified the Kroondal TSF as an 'extreme' consequence TSF, largely due to the proximity of the informal settlement. Our updated Standard specifies both higher Factors of Safety than those prescribed by South African regulations and the requirement to apply loading criteria based on the consequence classification. To meet the Standard's requirements, we concluded that buttressing of the dam walls was required to strengthen the TSF to withstand both potential increases in water levels within the TSF and a one in 10,000 years earthquake event, as well as with the higher prescribed Factors of Safety. We completed the construction of an additional buttress in 2020. Going forward the TSF is included in our global InSAR monitoring agreement, which provides ongoing information on its performance.



### Read more

Further information on our management of catastrophic hazards is available here



## Catastrophic Hazard Management continued



### Our approach

Recognising the exceptional nature of catastrophic events, our approach is to prevent them through catastrophic management plans and critical controls management supported by rigorous monitoring and reporting.

We have a suite of hazard protocols that set out the requirements for the prevention of fatalities and catastrophic incidents at our assets. The protocols provide minimum requirements to manage hazards. Our commodity departments implement assurance programmes, which include compliance with the protocols. These usually take place on a three-year cycle and include first, second and third party assessments. We continue to enhance these protocols on a risk-based priority basis. Our approach reflects international leading practice and the International Council on Mining & Metals' guidance.



### Our ambition

To become a leader in the prevention of HSEC incidents through a proactive risk-based approach.

### Performance

We describe catastrophic events as those that have the potential to have severe consequences that could cause multiple loss of life, unconfined and widespread environmental damages, significant social/community or major reputational and/or financial damage for Glencore.

In 2020, we achieved our strategic priority of zero major or catastrophic environmental incidents (see 'incident classification' in the glossary for classification details).

During the year, we made good progress in the work programmes for our tailings storage facilities (TSFs) identified with potential stability issues during extreme weather or seismic events.

We completed buttressing works at Kroondal in South Africa and at Kazzinc's Altyntau Kokshetau.

Although Covid-19 delayed engineering investigations at Chashinsky (Kazakhstan), Kazzinc plans its construction of buttressing to commence in 2021. Kazzinc has also scheduled buttressing for completion at Talovsky in 2021 and at Zyranovsky in 2024.

In Zambia, an emergency spillway to pass the 'probable' maximum flood for an extreme consequence was completed and the decant pipe was grouted and decommissioned – aligning with the requirements of our Tailings Storage Facility and Dam Standard.

In 2020, our nickel team commenced construction of the 'Narrows Dam' project at the Strathocona/Onaping TSF with a targeted completion at the end of 2021.

## Highlights

- Finalising and rolling out our Tailings Storage Facility Policy
- Establishing an online Tailings Manager Academy
- Extending our satellite monitoring coverage





## Catastrophic Hazard Management continued

### Risk Management

We are committed to eliminating catastrophic incidents at our assets.

Our approach supports a consistent application of standards across the business for the identification and management of catastrophic hazards. We require all departments to conduct regular verification of the implementation of critical controls, which the corporate team review through quarterly reporting.

Our commodity departments monitor through to closure the outstanding actions relating to controlling catastrophic hazards identified by the HSEC audit team during site visits. The HSEC audit team also return to sites around eight to 12 months later to verify that the site has addressed and closed the identified corrective actions.

Our Board HSEC Committee reviews the status and results of these reports.



### Applying the requirements of the Global Industry Standard for Tailings Management

In the Andes Mountains of Peru, our Volcan zinc asset's Andaychagua TSF began operations in 1990 – over 25 years prior to the acquisition of our interest in Volcan. The TSF has two downstream walls with a maximum height of 67 metres and the original design and construction met Peruvian regulations.

In 2019, we classified the TSF as having a potentially 'extreme' consequence in the event of failure and our dam safety assurance programme identified that the TSF's original design was appropriate for a smaller flood event than the 'Probable Maximum Flood' required by the CDA Guidelines for an extreme consequence facility.



To address a potential overtopping of the dam during an extreme flood event, we decided to construct an emergency spillway. The design and construction of this spillway commenced in 2019 and, despite interruptions caused by Covid-19, Volcan largely completed the works in 2020.

We consider that the completed works meet the requirements of the recently published Global Industry Standard for Tailings Management.

Emergency spillway  
constructed at  
Andaychagua in Peru.



## Catastrophic Hazard Management continued

### Group TSF management

Our assets generate tailings (residues of mineral processing) that are stored in purpose-built TSFs. We are committed to aligning the design, operation and closure of our TSFs with international best practice, namely the Global Industry Standard for Tailings Management (GISTM). We continually review and strengthen our TSF management system through our catastrophic hazard evaluation programme.

We have developed a robust governance process, Policy and management approach for tailings management, which aligns with the GISTM.

In 2020, we finalised our Tailings Storage Facility Policy (the Policy), which articulates the fundamental elements of our approach and commitment to the safe, responsible and sustainable management of our TSFs. The Policy commits us to preventing TSF failures through designing, constructing, operating and closing our TSFs in a responsible manner.

### Satellite monitoring

In 2020, we entered into a global agreement to extend satellite monitoring to over half of our facilities, prioritising on a basis of their consequence classification. This is the largest industry agreement to date for specific satellite monitoring of TSFs.

Satellite monitoring measures our TSFs' surface movements every 11 days, currently the maximum available frequency for this type of data collection. The data is available via a cloud-based platform, ensuring its continuous availability and the ability for rapid decision making in the event of unexpected movements, as well as supporting independent oversight by our corporate and external auditors.

While the focus of the satellite-monitoring programme is our TSFs, some of our assets use the data to supplement other terrestrial monitoring techniques for their operational activities, such as open pits, waste piles and areas prone to subsidence.

### Tailings Manager Academy

In 2020, recognising that there are limited courses externally available for engineers to learn about TSFs, we launched our online Tailings Manager Academy (TMA).

The development of the TMA has been supported by external subject matter experts in geotechnical, hydrogeology, environmental, and emergency response planning fields.

The TMA builds on our employees' existing knowledge and skills and increases their capacity for decision-making on the design, construction, operation, monitoring and maintenance of TSFs.

The TMA has 12 learning modules including technical, governance, environment, closure, emergency-response planning and stakeholder engagement aspects.

We have tailored the TMA to three different management levels ranging from operators and technicians to responsible persons and engineers to dam owners, managers and accountable executives.



## Catastrophic Hazard Management continued



Air Products VSA Plant at our Nikkelverk Refinery in Norway, which produces 60 tonnes per day of oxygen with 85% purity for use in the on-site copper roaster operation

### Managing oxygen-related risks

We use oxygen in our industrial assets and some of our assets produce it. Our oxygen safety programme describes the hazards associated with oxygen-enriched atmospheres and liquid oxygen spills and sets out minimum requirements to manage them.

A key part of the programme is our Oxygen Management Academy (OM Academy), which helps employees and contractors be aware of and understand the fundamental principles and practices relating to the use and production of oxygen.

Industry experts inputted into the development of the OM Academy's courses, which strengthen awareness on oxygen as a fire hazard and good practices for safe handling, maintenance and emergency response, as well as the approach to minimise and manage risks. Participants in the OM Academy include operators, supervisors, managers and engineers.

### External engagement

In 2020, the Global Tailings Review, made up of the ICMM, UN Environmental Programme and Principles for Responsible Investment, published a new GISTM.

We participated in the development of the GISTM through our membership of the ICMM. We are mapping its requirements against our existing management approach and will implement any variations. On 5 August 2020, all ICMM members, including Glencore, committed to implement the GISTM. We expect that all of our TSFs with 'Extreme' or 'Very high' potential consequences will be in conformance with the GISTM by 5 August 2023. We expect that all of our other TSFs not in a state of safe closure will be in conformance with the Standard by 5 August 2025.

We participate in ICMM's TSF working group that is investigating the removal of water from tailings and reducing their volume.

## Next steps

- Complete the work programme to upgrade TSFs identified with potential stability issues during extreme weather or seismic events
- Roll-out the Tailings Storage Facility Policy
- Continued training via the Tailings Manager Academy
- Map and address any gaps between the GISTM and our existing Tailings Policy
- Work towards complying with the GISTM within its recommended timeframes





## Workplace Health and Safety

In line with our Values, our first priority in the workplace is to protect the health and wellbeing of all of our people. Our goal is continuous improvement in the prevention of occupational disease and injuries. Compliance with our Group Safety and Health Policy is non-negotiable. However, we recognise that each region, commodity, asset and workplace is unique and our assets implement our management approach to reflect local health and safety practices and systems. We tailor behavioural safety activities to be appropriate and relevant to the local context, without compromising any of the minimum performance expectations.



### Read more

Further information on our approach to workplace health is available here



### Read more

Further information on our approach to workplace safety is available here

**LTIFR**  
(per million hours worked)

**0.94**

**2019: 0.99**

**TRIFR**  
(per million hours worked)

**2.6**

**2019: 2.9**

**SDGs**



**HPRI**

**399**

**2019: 574**

**New occupational diseases**

**111**

**2019: 106**



## Workplace Health and Safety continued



### Our approach

The health and safety of our people is our top priority and we believe all fatalities, injuries and occupational diseases are preventable. Through strong safety leadership, we can create and maintain safe workplaces for all our people.

Risk management is at the heart of our approach. We let our people know that we expect every individual, both employees and contractors, to take responsibility for their own safety as well as for the safety of their colleagues and the communities in which they work.



### Our ambition

To become a leader in safety and create a workplace free from fatalities and injuries, while protecting and improving the wellness of our people and communities.

## Performance

We are saddened to report that during 2020, eight people lost their lives at our operations, compared to seventeen during 2019. We believe all loss of life is unacceptable and we are determined to eliminate fatalities across our business.

During the year, both our lost time injury frequency rate (LTIFR)<sup>1,2</sup> and total recordable injury frequency rate (TRIFR)<sup>3</sup> were slightly lower than the previous year at 0.94 (2019: 0.99) and 2.6 (2019: 2.9) respectively.

While our year-on-year LTIFR and TRIFR decreased, we did not meet our ambitious five-year targets of 50% reduction of Group LTIFR by the end of 2020 against a 2015 baseline<sup>4</sup> of 1.34 and 50% reduction of Group TRIFR by the end of 2020 against a 2014 baseline<sup>4</sup> of 5.02. We have fed the learnings from improving our performance into the work we have undertaken on reviewing and revising our SafeWork programme.

In 2020, our high potential risk incidents (HPRIs) fell to 399 (2019: 574). The reporting of HPRIs represents a supportive part of our strategy to reduce

fatalities and, as such, we do not target a reduction in this metric.

They allow for the identification of activities that we need to prioritise in order to advance further our learning and safety performance. The majority of HPRIs related to mobile equipment and working at height and nearly 80% resulted in no injuries.

As reported in our 2019 Sustainability Report, our ten assets with the poorest safety performance are part of the copper and zinc commodity departments (which are also the departments with the largest number of assets). In February 2020, both the copper and zinc commodity departments presented safety cases presentations to the Board's HSEC Committee and gave a progress update later in the year.

We recorded a small increased number of new cases of occupational disease, 111 cases (2019: 106).

During 2020, our health working group implemented management plans as part of the Group's response to Covid-19 in the workplace (see case study on page 28). It also undertook work to strengthen our health management practices through reviewing and revising where needed the fundamental elements of our approach.

## Highlights

- Refreshed SafeWork and reinforced safety performance expectations and behaviours
- Eight deep dive SafeWork assessments completed in Kazakhstan, Zambia, the DRC, Peru and the Philippines
- Major fatality reduction interventions at Mopani<sup>5</sup> and Kazzinc
- The copper and zinc commodity departments presented safety cases to the Board HSEC Committee that set out the actions they are implementing to achieve zero fatalities
- Fatal Hazard Protocols reviewed and updated
- Online training sessions to improve incident investigation process, capabilities and reporting

1 Lost time injuries (LTIs) are recorded when an employee or contractor is unable to work following an incident. We record lost days as beginning on the first rostered day that the worker is absent after the day of the injury. The day of the injury is not included. LTIs do not include restricted work injuries (RWIs) and fatalities.

2 The lost time injury frequency rate (LTIFR) is the total number of LTIs recorded per million hours worked.

3 The total recordable injury frequency rate (TRIFR) is the sum of fatalities, lost time injuries (LTIs), restricted work injuries (RWIs) and medical treatment injuries (MTIs) per million hours worked. The metric represents all injuries that require medical treatment beyond first aid.

4 Baseline figures include Viterro, formerly known as Glencore Agriculture.

5 Glencore completed the sale of its interest in Mopani Copper Mines plc in March 2021.



## Workplace Health and Safety continued

This work will be complemented by identifying and prioritising hazardous contaminants to define Group-wide exposure action limits (EALs). In 2021, we will roll out and implement our revised approach.

### Risk management

In 2013, we launched SafeWork as a Company-wide initiative to eliminate fatalities and serious injuries. It identifies and manages workplace hazards through establishing minimum expectations, mandatory fatal hazard protocols, life-saving behaviours and safety tools. SafeWork was predominantly an asset-based programme and its implementation had an immediate impact on safety performance, reducing fatalities and serious injuries.



## Nikkelverk's SafeWork Centre opens doors to safety training

After two years of planning, design and construction, Nikkelverk's state-of-the-art SafeWork Centre officially opened in 2020. Every Nikkelverk employee and contractor is required to complete a four-hour foundation session. The requirements of the workers' role then determines their additional courses, which may include practical approaches to tasks, working in small interactive groups and lessons for all functions and levels.

The content of each training module centres on the principle of 'learning-by-doing'. Theoretical training is emphasised through hands-on experiences to support the effective application of the lessons learned.



"The training at the SafeWork Centre has taught me what life-saving rules and Fatal Hazard Protocols actually mean. We focused on 'the essentials'. There are many important things when it comes to safety, but we learned in the training that by having the most important things under control, we will stay safe." **Jarle Johannessen**, Supervisor

By the end of 2020, 400 employees and contractors had completed training on Glencore's Fatal Hazard Protocols (FHPs).

**"We learned in training that by having the most important things under control, we will stay safe."**

**Jarle Johannessen**,  
Supervisor

Nikkelverk's state-of-the-art SafeWork Centre



**Listen to Peter Freyberg**, Head of Industrial Assets, explain why safety is important to him.





## Workplace Health and Safety continued

### Improving our safety performance

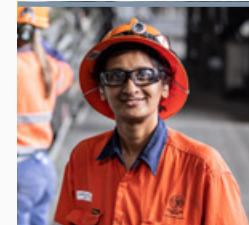
Between August 2019 and April 2020, we undertook eight deep dive SafeWork leadership assessments at our Kazzinc assets in Kazakhstan, Mopani in Zambia, KCC in the DRC, Antapaccay and Volcan sites in Peru and Pasar in the Philippines. We also completed major fatality reduction interventions at Mopani and Kazzinc to identify and fix unsafe conditions and behaviours and establish a new baseline for performance improvement.

Our zinc and copper commodity departments presented safety cases to the Board HSEC Committee. These define and describe the actions they are implementing to achieve our goal of zero fatalities. In September, we initiated a verification process to confirm the effective implementation and close-out of the corrective actions identified during the assessments. Our focus during 2021 is to close-out the outstanding corrective actions.

The key finding was that these sites had not fully implemented SafeWork. In particular, there was a lack of definition of and understanding on the roles, responsibilities and accountabilities regarding its implementation. Our findings support our belief that SafeWork is the right approach. However, we recognised that it needed refreshing to clarify and reinforce our safety performance expectations.

During 2020, we looked at how to implement SafeWork in all of our assets consistently and reset safety expectations at both asset and commodity department levels. This work included clarifying how we assess and verify SafeWork, establishing a leadership approach and strengthening roles and responsibility.

We are rolling out a strengthened approach to SafeWork during 2021.



### Implementing SafeWork at Glencore





## Workplace Health and Safety

continued

### Preventing fatalities

In 2013, we developed and rolled out our Fatal Hazard Protocols. During 2020, we reviewed the Protocols against industry best practice and our learnings from our own fatal incidents and HPRIs. As a result, and as part of our Policy Architecture Project (see page 10), we have reduced the number of Protocols to those that are common to the majority of our sites and the remainder have become safety standards.

During the year, we held two online training sessions to improve our incident investigation process. The training considered data organisation, analysing learnings and identifying root causes.

Our fatalities and HPRIs investigations found that for some of our operating regions the application of our Electrical Safety Protocol was inadequate, particularly where domestic electrical legislation is weak. We identified that particular electrical systems for detecting faults and disconnecting power, as well as standards of installation, required improvement. We strengthened our Protocol and provided further guidance on electrical safety. In addition, we carried out projects to identify and address shortcomings.

### Responding to Covid-19 in our workplaces

In response to the global pandemic, we introduced measures in our workplaces to minimise the risk of infection within our workforce and host communities. Our corporate Incident Management Team, established to coordinate our response to Covid-19, provided practical guidance for our sites to implement.

We encouraged and supported working from home where possible and when required by government guidance. When working in an office environment, social distancing rules are in place for all meeting rooms. Our offices, control rooms, mobile equipment and high touch areas undergo regular sanitisation cleaning.

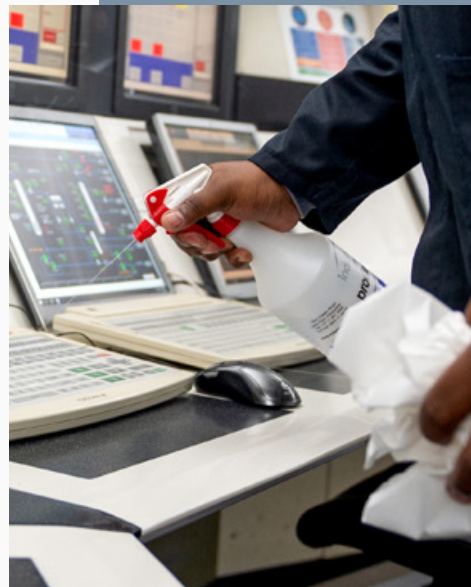
Our assets work with our external health adviser and government officials to implement, where possible, temperature checks, testing and health screening of employees.

We provide appropriate PPE to our workforce and, in many places, to local communities and frontline workers. We have installed hand hygiene stations and implemented 1.5 to 2 metre social distancing at our operations.

We enforce the wearing of masks and social distancing for planes, buses, light vehicles and shaft conveyances, while on site and travelling to and from site. At the point of accessing the site, local teams maintain social distancing. In crib rooms and mess halls, we have closed buffets with only pre-packed meals available with staggered meal times to reduce congestion.

At operations with on-site accommodation, we have taken measures to ensure social distancing and provided isolation rooms for suspected Covid-19 cases.

We have provided Group-wide helplines and free-to-access health advisory services, which includes mental health support.



## Workplace Health and Safety

continued

### Mining Technology Steering Team

Our vehicle interaction working group has continued to work with the commodity departments to define technology pathways for fatigue monitoring and collision avoidance by 2020 with implementation on priority equipment by 2025. The working group has developed an action plan structure to show what those pathways should include and guidance on the investment plans required.

The ICMM's tailings working group has identified continuous mining – mechanical rock cutting as a priority technology to eliminate or reduce tailings generation.

We are participating in a global consortium on future changes in underground mining to understand better the value from continuous mining. We are also evaluating the downstream impacts of rock cutting in terms of ore sorting and grade engineering as well as the likely reduction in tailings generation.

### External engagement

In 2020, we contributed to the development of ICMM's guidance to support the implementation of its new health and safety performance expectation.

We have a role in Eurometaux's human health taskforce. Eurometaux represents non-ferrous metals producers and recyclers in Europe.



## No Plan. No Work. campaign

In early 2020, our coal business in Australia launched a 'No Plan. No Work.' communication campaign. The campaign targeted key stakeholders including operators, supervisors, superintendents and managers.

The purpose of the campaign was to create awareness of the need for planning as an essential element of any activity. Its principal message is that if you do not have a plan, you do not start the work, supported by the messaging of 'Plan Right, Finish Right', to emphasise the individual benefit to planning properly.

It supported existing training programmes on the fundamental skills on planning, which are mandatory for coordinators and superintendents, as well as job safety analysis training given to all operational employees, supervisors, line managers and contractors (as required).

A campaign reinforcement programme provided refresher training, toolbox talks and in-field coaching.

The approach increased awareness and drove behavioural change through utilising strong visual elements.



## Next steps

- Roll-out of improved SafeWork approach
- Improve the management of learnings from HPRI's
- Roll-out and implement our revised approach to health and EALS
- Complete health risk assessments for silica, lead and diesel particulate matters
- Continue to participate in ICMM working groups



## Climate Change

As one of the world's largest diversified resource companies, we have a role to play in enabling the transition to a low-carbon economy. We do this through our well-positioned portfolio that includes the commodities that underpin energy and mobility transformation, as well as through supporting emission-reducing technology such as CCUS.

We seek to decarbonise our own operational footprint and support national programmes that strive to achieve the goals of the Paris Agreement. In 2020, we announced a 1.5°C-aligned target of an absolute 40% reduction of total emissions by 2035 on 2019 levels and ambition of achieving a net zero total emissions footprint by 2050.

**CO<sub>2</sub>e Scope 1 emissions**  
(million tonnes)

**15.0** 

2019: 18.3

**CO<sub>2</sub>e Scope 3 emissions**  
(million tonnes)

**271** 

2019: 343

**Total energy use**  
(petajoules)

**180** 

2019: 210

**SDGs**



**CO<sub>2</sub> Scope 2 location-based emissions**  
(million tonnes)

**9.3** 

2019: 11.0

**Carbon Scope 1 and Scope 2 location-based intensity**  
(GHG/tCu)

**3.78** 

2019: 3.93



### Read more

Further information on our approach to climate change is available here



## Climate Change continued



### Our approach

We recognise climate change science as set out by the United Nations Intergovernmental Panel on Climate Change. We believe that the global response to climate change should pursue twin objectives: both limiting temperatures in line with the goals of the Paris Agreement (the Paris Goals) Articles 2.1(a)<sup>1</sup> and 4.1<sup>2</sup>; and supporting the United Nations Sustainable Development Goals, which include universal access to affordable and clean energy.

We are prioritising our capital investment to grow the production of commodities essential to the energy and mobility transition and which support the growing needs of a low-carbon economy. We are also taking steps to decarbonise our own operational footprint.



### Our ambition

To provide commodities that are essential to the transition to a low-carbon economy in a manner consistent with the Paris Goals. To deliver a strong investment case to our shareholders through investing in assets that are resilient to regulatory, physical and operational risks related to climate change. To fully integrate the management of climate change-related risks and opportunities into all systems across our business.

### Further information

We publish further information on our progress in climate change matters in our Annual Report (a standalone, climate change chapter, as well as content integrated into the business strategy). Our 2020 Climate Change: Pathway to Net Zero sets out how we will meet our target and ambition, as well as detailing our portfolio's resilience against three climate change scenarios (Current Pathway, Rapid Transformation and Radical Transition). We also publish each year a Review of our Industry Organisations' Positions on Climate Change. All of these publications are available on our website.

### Performance

In line with the Greenhouse Gas Protocol, we divide our operational emissions into Scope 1 and Scope 2 (location-based) emissions, measuring both the direct and indirect emissions generated by the industrial activities, entities and facilities where we have operational control.

Scope 1 (measured in CO<sub>2</sub>e) includes emissions from combustion in owned or controlled boilers, furnaces and vehicles/vessels and coal seam emissions (direct emissions). Scope 2 location-based emissions (measured in CO<sub>2</sub>) applies the grid emission factors to all our purchased electricity, regardless of specific renewable electricity contracts (indirect emissions).

During 2020, we emitted 15.0 million tonnes CO<sub>2</sub>e of Scope 1 (direct emissions) from our consumed fuel (2019: 18.3 million tonnes). This figure includes emissions from reductants used in our metallurgical smelters. It also includes CO<sub>2</sub>e of methane emissions from our coal and oil operations, which is around 24% of our Scope 1 emissions. The reduction in Scope 1 emissions was mainly due to lower production volumes owing to the Covid-19 pandemic, as well as some operational abatement and production changes.

## Highlights

- Announced a 1.5°C-aligned target of an absolute 40% reduction of total emissions by 2035 on 2019 levels and ambition of achieving a net zero total emissions footprint by 2050
- Published a review of our industry organisations' positions on climate change
- Exceeded our five-year target to reduce our Scope 1 and 2 greenhouse gas emission intensity by 5% compared to the 2016 baseline

<sup>1</sup> Article 2.1(a) of The Paris Agreement states the goal of "Holding the increase in the global average temperature to well below 2°C above pre-industrial levels and pursuing efforts to limit the temperature increase to 1.5°C above pre-industrial levels, recognizing that this would significantly reduce the risks and impacts of climate change."

<sup>2</sup> Article 4.1 of The Paris Agreement reads: "In order to achieve the long-term temperature goal set out in Article 2, Parties aim to reach global peaking of greenhouse gas emissions as soon as possible, recognizing that peaking will take longer for developing country Parties, and to undertake rapid reductions thereafter in accordance with best available science, so as to achieve a balance between anthropogenic emissions by sources and removals by sinks of greenhouse gases in the second half of this century, on the basis of equity, and in the context of sustainable development and efforts to eradicate poverty."





## Climate Change

continued

In 2020, we emitted 9.3 million tonnes CO<sub>2</sub> of Scope 2 location-based (indirect emissions) (2019: 11.0 million tonnes). The reduction of our Scope 2 emissions mainly reflects reduced consumption of power due to the Covid-19 pandemic and some assets being on care and maintenance.

In addition to Scope 1 and 2 GHG emissions, our activities include Scope 3 emissions. These relate to the indirect GHG emissions across our value chain. These include upstream emissions associated with the products and services we purchase from suppliers and downstream emissions that include emissions resulting from our customers' use of the fossil fuels that we produce, their processing of our metals and concentrates, and the emissions resulting from time-chartered vessels.

Our total Scope 3 emissions were 271 million tonnes CO<sub>2</sub>e, a decrease on the 343 million tonnes CO<sub>2</sub>e in 2019. The decrease was primarily due to reduced energy demand due to lower economic activity because of the global pandemic.



### Developing Carbon, Capture, Utilisation and Storage (CCUS) technology

Meeting the energy requirements of a rising global population while simultaneously reducing emissions is a key global challenge. We support a technology-neutral approach to help address this challenge. The Intergovernmental Panel on Climate Change and the International Energy Agency analysis identifies CCUS as an essential technology to support the delivery of the goals of the Paris Agreement.

We have been a long-term supporter of CCUS technology to reduce emissions from fossil fuels and to service the hydrogen economy. Our wholly owned subsidiary, the Carbon Transport and Storage Company Pty Ltd (CTSCo), is aiming to demonstrate CCUS on an industrial scale in Queensland.

It is Australia's most advanced onshore CCUS project and focuses on:

- Capturing CO<sub>2</sub> from a coal-fired power station
- Permanently storing the CO<sub>2</sub> deep underground in Queensland's southern Surat Basin

CTSCo has the potential to store significant volumes of CO<sub>2</sub> and deliver the critical infrastructure to reduce and remove existing and future sources of industrial emissions. This storage component provides a potential pathway to an industrial scale storage hub in Queensland capable of servicing multiple industrial users including coal, natural gas and hydrogen.

Since the project's inception, CTSCo has brought together a range of scientific and technical experts from the Universities of Queensland, Melbourne and Texas to review independent modelling, testing and analysis in order to determine the suitability of storing CO<sub>2</sub> deep underground.

We expect the CTSCo project to lay the foundation for commercial-scale onshore CCUS from industrial processes and power generation in Queensland's Surat Basin. It can also provide a technology pathway for establishing a hydrogen hub, materially reducing Australia's overall carbon footprint, help federal and state governments achieve their stated emissions reductions targets, and provide a technology pathway for many of our international end-use customers to reduce CO<sub>2</sub> emissions.

During the past year, the CTSCo project has progressed to execution-ready stage following a successful sub-surface appraisal of the proposed storage location at a depth of 2km and completing the engineering design work for the proposed CO<sub>2</sub> capture plant.



## Climate change continued

The most significant contributor to our Scope 3 emissions was our customers' usage of the fossil fuels we produce; this totalled 253 million tonnes CO<sub>2</sub>e (2019: 326 million tonnes CO<sub>2</sub>e). We exclude emissions resulting from customers' use of the oil products refined at the Astron refinery from our Scope 3 emissions total as we neither originate nor consume the products.

Our 2020 Environmental, Social Governance Data starting on page 84 provides a full disclosure on the Scope 3 categories that are relevant and material to our activities.

Our 2020 carbon Scope 1 and Scope 2 location-based intensity, measured in terms of tonnes of greenhouse gases emitted per tonne of copper equivalent industrial production (tGHG/tCu), is 3.78tGHG/tCu (2019: 3.93tGHG/tCu; 2018: 4.13tGHG/tCu; 2017: 4.40tGHG/tCu; 2016: 4.35tGHG/tCu).

We have exceeded our target to reduce our Scope 1 and Scope 2 greenhouse gas emission intensity by 5% in 2020 compared to the 2016 baseline with a 13.2% reduction achieved. We achieved this reduction by a range of measures including abatement and production changes at our operations, as well as lower coal seam emissions due to the closure of a coal underground operation in Australia.

Energy is a key input and cost to our business as well as being a material source of our carbon emissions and we recognise the importance of continued reductions of greenhouse gas emissions from our operations.

During 2020, our total energy use of 180PJ was a decrease on the 210PJ reported in 2019, primarily due to the impacts of the Covid-19 pandemic as well as some operational abatement and production changes. Renewable energy sources deliver 13.3% of our total energy needs (2019: 12.5%). The primary contributors are the Bukhtarma hydro power plant in Kazakhstan, which we operate, and the low-carbon, hydropower electricity suppliers to our operations in eastern Canada and the DRC.

## Risk management

We understand the role the commodities we produce and market have in meeting the needs of daily lives. The diversity of our portfolio underpins our strategic ambition to support the decarbonisation of global energy demand through providing metals such as copper, cobalt, zinc and nickel that are essential to the transition to a low-carbon economy.

We recognise our responsibility to contribute to the global effort to achieve the goals of the Paris Agreement by decarbonising our own operational emissions footprint. We believe that our contribution should take a holistic approach and have considered our commitments through the lens of our total emissions footprint.

We recognise the need for action. We have set ourselves a 1.5°C pathway aligned target of an absolute 40% reduction of our total emissions (Scope 1, 2 and 3) by 2035 on 2019 levels, consistent with the midpoint of IPCC's 1.5°C scenarios and the 1.5°C pathways set out by the International Energy Agency (IEA). Post 2035, we set ourselves the ambition to achieve, with a supportive policy environment, net zero total emissions by 2050.



## Climate change continued

### Supporting lower-carbon solutions

We work with global specialists and draw on the local expertise within our operational teams to identify ways to reduce further our Scope 1 and 2 emissions. This approach has led to the implementation of initiatives that reduce these emissions, while continuing to meet our obligations to our customers.

Our Group-wide marginal abatement cost curve (MACC) identifies and quantifies opportunities to reduce our carbon footprint. This includes utilising more power from low-carbon sources and delivering operational improvements and technologies that enhance efficiencies, resulting in emissions reductions. Our assets undertake a range of measures to reduce and mitigate their emissions profiles.

In South Africa, our Ferroalloys business is investigating the feasibility of working with a third party independent power purchaser for the installation and supply of approximately 400 MW of renewable power, with the potential to reduce Scope 2 emission by approximately 1.17 million tonnes per annum. Its Rhovan operation is working on a potential community involvement project to install a solar farm on-site that will deliver 11 MW for nearly nine hours a day at 80% efficiency. The ferroalloys business is also investigating a number of projects to convert waste gas into power at its smelters.

In Canada, we have designed our Onaping Depth Project, a deep nickel mine currently under development, to utilise state of the art battery electric mobile mining equipment, maximised real-time remote operation, monitoring and management utilising advanced Wi-Fi systems. The benefits include the elimination of diesel emissions and the reduction of noise pollution. The design includes the use of innovative ventilation technology, with cooling systems designed to be energy efficient, while coping with ambient rock temperatures that can reach 40°C at depth.

## We plan to deliver our ambition of net zero total emissions by 2050 through seven core actions:

### Managing our footprint



#### Footprint

**Managing our operational footprint**  
Reducing our Scope 1 and 2 emissions



#### Reduction

**Reducing Scope 3 emissions**  
Our diverse portfolio uniquely allows us to address this portion of our footprint through investing in our metals portfolio, reducing our coal production and supporting deployment of low emission technologies



#### Capital

**Allocating capital to prioritise transition metals**  
Growing the metals that the world needs



### Contributing to global decarbonisation



#### Partnership

**Collaborating with our value chains**  
Working in partnership with our customers and supply chain to enable greater use of low-carbon metals and support progress towards technological solutions



#### Abatement

**Supporting uptake and integration of abatement**  
An essential contributor to achieving low or net zero carbon objectives



#### Technology

**Utilising technology to improve resource use efficiency**  
Contributing to the circular economy



#### Transparency

**Transparent approach**  
Reporting on our progress and performance

## Climate change continued

In 2020, we completed a US\$400 million refurbishment of hydropower infrastructure in the DRC, in partnership with the government. We expect this initiative to deliver economic growth and employment opportunities.

In northern Canada, our Raglan Mine's location means it cannot connect to the provincial power grid and needs to use diesel to produce electricity. In 2014, together with TUGLIQ Energy, Raglan Mine built its first wind turbine, the first use of renewable energy in Québec's Arctic territory. It built its second in 2018.

The two wind turbines produce about 10% of the mine's total energy, saving approximately 4.4 million litres of diesel annually and reducing GHG emissions by about 12,000 tonnes each year.

Over the last decade, Raglan Mine implemented several initiatives in order to reduce its GHG emissions, including the wind power project. These initiatives have helped it to reduce its Scope 1 and Scope 2 location based GHG emission intensity by about 30%.

## External engagement

During the year, we have engaged with a range of stakeholders, such as Climate Action 100+ and the Transition Pathway Initiative, on our approach to climate change. We have formulated our climate change strategy in partnership with key stakeholders.

We were an early supporter of the voluntary guidance on consistent climate-related financial disclosures produced by the Taskforce on Climate-related Financial Disclosures (TCFD). Our reporting on climate change in our Annual Report includes a section addressing the TCFD guideline. We expect to further our alignment over the coming years.

Our ongoing engagement activities are core to our commitment to inform stakeholders on our progress towards meeting our 2035 emissions target and our ambition to achieve net zero total emissions by 2050, as well as demonstrating our portfolio resilience under a range of scenarios.

## Next steps

- Support the delivery of our 2035 target and 2050 ambition





# Water

Water is an essential resource for many of our industrial activities. Some of our assets are located in areas with high to extremely high water baseline stress and share access to water with other local water users. Other assets manage surplus water that may involve dewatering activities and flood protection measures. Regardless of their location, our assets undertake detailed assessments of their local environmental conditions during the operational changes in their life cycle, to develop water management strategies that maximise the efficient and sustainable use of this important natural resource.

Water withdrawn  
(million m<sup>3</sup>)

**1,027** 

2019: 1,017

## SDGs



## Piloting ICMM's catchment-based approach at Horne

During the year, we continued to pilot the ICMM's catchment-based water management approach at our Horne Smelter in Canada. Through this initiative, Rouyn-Noranda council and Horne Smelter are collaborating on an analysis of the local Dufault Lake's watershed, to identify potential risks that could cause deterioration in water quality or available volumes.

The pilot study is progressing and we expect to complete the project in 2022.



We expect the risk analysis to complete in 2022. In the interim, the Horne Smelter has already expanded its data collection programmes to identify and assess additional potential risks arising from inactive sites, as well as to support the development of appropriate corrective measures.



### Read more

Further information on our approach to water is available on our water microsite and [here](#)



## Water

continued



### Our approach

We recognise access to safe and clean water and sanitation as a salient human right. We seek to fully understand and minimise our operational water footprint and manage our activities in a way that protects our shared water resources. We are committed to ensuring good water management is in place at all of our assets and undertake detailed assessments, target setting, monitoring and implementation of corrective actions. Our assets consult their host communities and other relevant local water users to understand local priorities and to collaborate on sustainable solutions.



### Our ambition

To minimise our operational water footprint and encourage fair and equitable access for all water users.

## Performance

In 2020, we withdrew 1,027 million m<sup>3</sup> of various types of water<sup>1</sup> (2019: 1,017 million m<sup>3</sup>). The small year-on-year increase in withdrawn water is primarily due to the calculation methodology improvements implemented at a smelter operation that utilises seawater for cooling purposes.

We also restated 2019 data to amend the double-counting of water supplied to a local community by our KCC asset in the DRC, as well as to reflect water reporting improvements by Cerro de Pasco in Peru.

In 2020, we recorded two 'moderate' water-related environmental incidents (2019: one moderate incident – see 'incident classification' in the glossary for classification details).

- The first incident occurred at the Badila oilfield in the Republic of Chad in July, which experienced heavy rainfall that contributed to the unplanned discharge of wastewater. The majority of the discharge was retained on-site, however, a slight sheen was reported on a nearby drainage channel. The Badila team promptly commenced response measures, which included clean up, water and soil sampling and monitoring of the affected area. Analysis of the samples confirmed that there were no environmental impacts outside of the facility because of the wastewater release. Following the incident, the asset undertook a detailed investigation

and implemented recommendations arising from the investigation.

- The second incident occurred at our ferroalloys asset, Wonderkop Chrome Smelter, in South Africa in October. A routine inspection of an on-site tailings storage facility identified a small puddle of wastewater resulting from an on-site sump overflow. In response, Wonderkop treated the water with a reducing agent. Following its treatment, analysis confirmed that the water was within drinking water limits. There were no off-site impacts. An investigation of the incident confirmed that the overflow resulted from an obstruction in a pipeline and, in response, Wonderkop implemented recommendations and corrective actions to prevent a potential reoccurrence.

We investigate all complaints and, where appropriate, work with local authorities to address any operational impacts on water sources.

In 2020, we received four water-related fines totalling approximately US\$10,000 (2019: 18 fines totalling US\$841,000). The majority of the fines relate to minor non-compliant water discharges and the affected assets have implemented measures to avoid reoccurrences.

## Highlights

- Established a global water working group comprised of internal subject matter experts representing all regions and commodity departments
- Enhanced water-related governance and management approach to complement our 2018 Water Management Guideline
- Developed internal and external water targets
- Developed a standalone Water Report and created a dedicated water microsite to improve stakeholder access to our water stewardship performance and reporting

<sup>1</sup> Water withdrawn includes precipitation directly or indirectly captured in our water dams and ponds, as well as precipitation that requires treatment ahead of discharge to meet applicable discharge limits

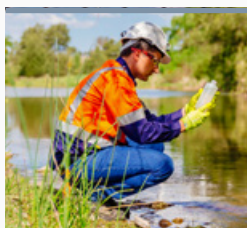
## Water

continued

## Risk management

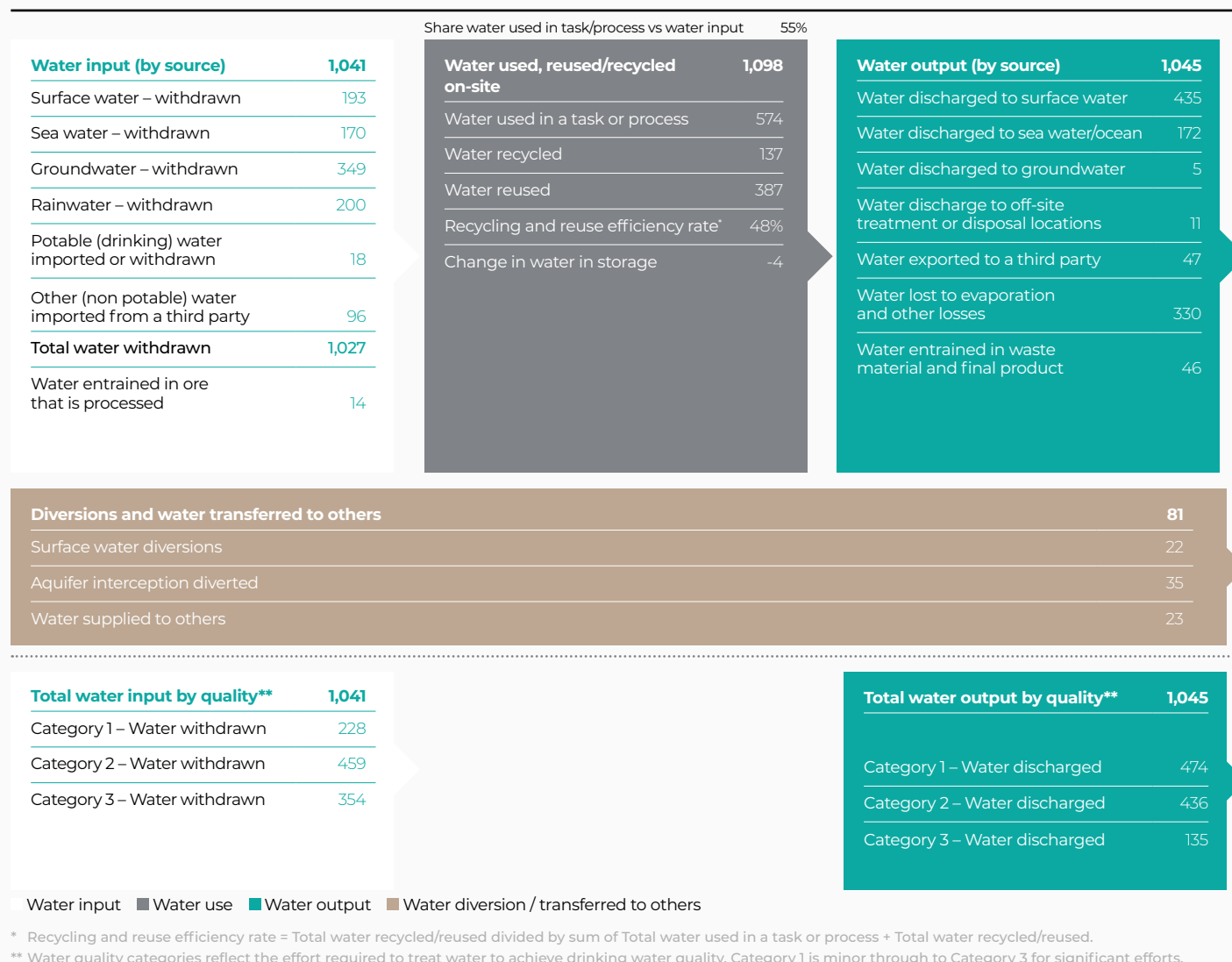
During 2020, we established a water working group, comprised of internal subject matter experts, made up of representatives from all our operating regions and commodity departments. The purpose of the working group is to strengthen our approach to water management, governance, and development of both internal and external water targets. The following summarises the new external water target:

**“All managed operations located in water-stressed regions to finalise the assessment of their material water-related risks, set local targets, and implement actions to reduce impacts and improve performance by the end of 2023”**



**Our approach  
to water  
management**

## Glencore's overall water balance 2020 (GL)



## Water continued

In 2018, Glencore rolled-out its Water Management Guideline (the Guideline), which aligns with ICMM's position statement on water<sup>1</sup> and its water management framework<sup>2</sup>.

The majority of our assets have reported full implementation, and ongoing implementation efforts are primarily underway at recently acquired sites or those with substantial operational changes. The Guideline applies a risk-based approach and covers the minimum requirements for water governance, the identification and evaluation of water-related risks and opportunities, the mitigation of identified risks and impacts, the management of water in terms of quality and quantity and engagement with relevant stakeholders.

The Guideline forms a supportive base for our enhanced approach to water management. We initiated the revision of our approach in late 2020 to support the implementation of effective, efficient and consistent water management at all operations and to drive our assets to integrate water-related risks and opportunities into their business decision-making.

The purpose of our management approach is to provide enhanced and updated water management requirements, focused on our commitment to identify, manage and address the potential water-related impacts affecting our business by applying the principles of the mitigation hierarchy (avoid, minimise, restore/mitigate and offset).

Further, our approach recognises that successful risk management needs a sound understanding of both the asset-level water context and the wider water stresses and opportunities in the catchments within which we operate.

As a result, our approach requires proactive water stewardship actions to support the long-term sustainability of our business and the environment in which we operate, by identifying and addressing water challenges, and seeking opportunities to reduce our water operational footprint wherever possible.

Our approach aligns with the requirements of our Group Environmental Policy, our 2018 Water Management Guideline and our internal and external commitments (ICMM Performance Expectations, United Nations Global Compact Principles and Sustainable Development Goals).

We also recognise that some of our assets are located in remote locations that either rely on drinking water from our operations' on-site treatment facilities or upon delivery by trucks. At these assets, we strive to support access to water and sanitation, wherever possible.



### Commitment to reducing freshwater use

In 2004, our San Juan de Nieva zinc smelter in northern Spain began to identify ways to reduce the fresh water it used in its processes. In 2004, its water consumption was 4.7 million m<sup>3</sup>; by 2020 consumption had reduced by nearly 20% to 3.7 million m<sup>3</sup>, despite an 8% increase in the volume of zinc produced.

It achieved this reduction by identifying and analysing all of the processes that use and discharge water, as well as investigating alternative processes that do not need



fresh water. San Juan saw annual improvements through the reuse of water for cooling and mechanical processes and cathode cleaning.

Reducing fresh water consumption also had a direct impact on wastewater discharges, leading to an almost 12% reduction from 2 million m<sup>3</sup> in 2004 to 1.7 million m<sup>3</sup> in 2020.

<sup>1</sup> <https://www.icmm.com/water-ps>

<sup>2</sup> <https://www.icmm.com/water-stewardship-framework>





## Water

continued

In 2019, we reviewed our assets' provision of WASH services. While all our sites provide these services, we identified opportunities to improve consistency of performance across the Group. To address this, throughout 2020, we installed additional sanitation and hygiene facilities, where required, reviewed and improved signage to differentiate between drinking and non-drinking water and increased communications on good hygiene practices.

### External engagement

At Group level, we continue to participate in the ICMM's water working group, supporting the evolution of water stewardship initiatives in the mining industry.

Recognising the importance of this topic to our external stakeholders and to increase transparency on our performance, during 2020 we published a standalone Water Report and launched a dedicated water microsite.

On a regional basis, our assets participate in environmental initiatives sponsored by various national associations, for example, the Mining Association of Canada's Towards Sustainable Mining Framework.

### Utilising biological treatment processes to remove contaminants from water

Activities such as mining, other industrial operations, the release of partially treated sewage and agricultural practices can potentially result in contaminants such as nitrate, metals, hexavalent chromium and sulphate into South African water resources. Glencore's Wonderkop Smelter and iWater (Pty) Ltd have developed, implemented and optimised a sustainable, cost-effective technology to remediate site contaminants from water that uses biological treatment processes.

The biological system uses site-adapted microorganisms to perform chromium, nitrate and sulphate detoxifications. The system could also detoxify other contaminants, if they were present at the treatment site.

The plant is supported by remote monitoring and uses preventative engineering and artificial intelligence to adapt to various scenarios. The approach removes contaminants and delivers water for recycling and re-using.

The system can integrate with other technologies, such as different chemical reductants, absorbents, exchange or membrane technologies, including effective filtering.

A pilot phase successfully treated groundwater, removing 10-ppm Hexavalent chromium, 100-ppm nitrate and 200-ppm sulphate from groundwater resources within 10 hours. Wonderkop then up scaled the plant to treat larger volumes and adapted the system to treat higher hexavalent chromium concentrations (>200-ppm), if required. By adding modular units, Wonderkop can increase treatment volumes with low capital input costs.

The systems are adaptable for high and low contamination levels in surface and



groundwater treatment. Through managing and adapting the approach, it can remove contaminants, which in turn lower environmental risks and produce release-quality water.

Containerized  
piloting unit



## Water continued



### Strengthening water infrastructure in Espinar

Antapaccay is located in Peru's Espinar province, an area of natural mineralisation. In Espinar, the water is mineralised and naturally unfit for human consumption.

The increasing local population and expanding farming activities are creating stress on water availability. In addition, the limited infrastructure in the region is affecting the availability of water.

Antapaccay has put in place measures, such as monitoring and water treatment, to ensure its activities do not affect water quality or availability.

Antapaccay has also implemented a number of participatory monitoring programmes with local communities. All participatory and company monitoring activities demonstrate that Antapaccay operates in line with Peruvian law.

During 2020, the participatory monitoring programme was cancelled due to the restrictions imposed by Covid-19. However, Antapaccay continued to comply with the environmental quality standards for animals drinking water and vegetables irrigation imposed by the national authorities.

In collaboration with the Ministry of Agriculture, Antapaccay funded pre-feasibility studies for the Jatarana-San Martin Dam construction project, located in the upper part of the Cañipia river basin. The project will improve the infrastructure for distributing water to local communities.

The project includes the installation of an irrigation system for agricultural production and hydraulic infrastructure to collect dam rainwater in the upper part of the basin for transferring to the middle and lower basins. It is anticipated that ten communities' agriculture and livestock activities will benefit from the dam.

Antapaccay is also promoting water projects in Espinar city, as well as in the Tintaya-Marquiri and Alto Huarca communities.

### Next steps

- Roll-out and implementation of internal and external water targets
- Roll-out and implementation of enhanced water management approach
- Update the dedicated water microsite
- Continued participation in international water-related initiatives and working groups, such as ICMM's Water Working Group





## Land Stewardship

From project design to operational closure, we focus on reducing our physical footprint on the land, identifying, managing and addressing our potential impacts by applying the principles of the mitigation hierarchy (avoid, minimise, restore/mitigate and offset). We seek opportunities to restore and rehabilitate areas that have ceased industrial activities and, at a minimum, comply with all applicable relevant regulations. Where possible, we identify opportunities to align to international best practice. We look for ways to improve our land stewardship activities to enable sustainable conditions within the ecosystems in which we work, and for the communities and species that depend on them.

Land rehabilitated  
(hectares)

**1,986** 

2019: 2,313

Land disturbed  
(hectares)

**2,046** 

2019: 6,842

SDGs



### Read more

Further information on our approach to land stewardship is available here



## Land Stewardship continued



### Our approach

We are committed to managing our land in a productive and sustainable manner ensuring proactive stewardship of our landholdings, including those that have not undergone industrial activity. We are also committed to identifying, recording and protecting, in alignment with local regulatory requirements and best practice, cultural heritage and archaeologically sensitive locations on our landholdings. We respect legally designated areas and commit to neither mine nor explore in World Heritage Sites.

We require our industrial assets to implement land stewardship management systems, including progressive land rehabilitation target setting tied to life of asset planning, that includes standard elements such as an environmental policy, data collection and monitoring, adaptive management, and continuous improvement.

We are committed to identifying and addressing the potential impacts of our business on ecosystems services and achieving no net loss of biodiversity through the application of mitigation hierarchy. We support species' preservation and biodiversity conservation through integrated land use planning and management practices, partnerships and research. This supports the long-term sustainability of our business and the environment in which we operate, by seeking opportunities to reduce our operational footprint, wherever possible, and addressing biodiversity impacts. We require all operations to develop risk-based biodiversity action plans and site-level biodiversity targets, to drive progress in this critical area.



### Our ambition

To effectively integrate land stewardship and biodiversity risks and opportunities into all business decision-making, and implement effective and consistent management of land stewardship and biodiversity issues by promoting no net loss, natural capital and use of nature-based solutions.

## Performance

We are a large landowner and currently own, lease or manage about 2.3 million hectares. Our activities have disturbed around 6% of this land (128,000 hectares). During 2020, we disturbed 2,046 hectares and rehabilitated nearly 2,000 hectares (2019: 6,842 hectares disturbed and 2,313 hectares rehabilitated).

Of the total land disturbed, we have rehabilitated 26 % (33,000 hectares), with 95,000 hectares requiring rehabilitation. We tailor our rehabilitation efforts to reflect the local landscape and community needs. Where possible, rehabilitation takes place as mining activities cease in an area.

During the year, we reviewed and enhanced the Group Environmental Policy (the Policy), including extensive consultation with both internal and external international environmental experts.

## Highlights

- Established global biodiversity and land stewardship and closure planning working groups
- Initiated development of enhanced group-level governance, including updating the Environmental Policy and strengthening our land stewardship, biodiversity and closure planning management approaches
- Established asset, commodity department and Group internal biodiversity and progressive land rehabilitation targets
- Conducted pilot studies, at selected assets, of ICMM's new Closure Maturity Framework





## Land Stewardship continued

### Risk management

Our assets have robust and effective land stewardship and biodiversity programmes. In 2020, to improve our performance Group-wide, we initiated work to strengthen our land stewardship and biodiversity management approach.

Assets are required to implement systems to manage biodiversity conservation and compliance, and establish biodiversity baselines for use in the completion of risk-based materiality assessments. These form the basis for the identification and management of biodiversity-related risks and opportunities, including natural capital (ecosystem services) and nature-based solutions<sup>2</sup>, as well as consideration of any emerging requirements.

<sup>2</sup> In addition to the human wellbeing and biodiversity benefits, nature-based solutions are also increasingly being used as a carbon offsetting opportunity. Protection and enhancement of biodiversity within operational and value chain landholdings can deliver carbon removal.



### Supporting the conservation of one of nature's most endangered species

Rhino poaching incidents kill three rhinos every day and results in a large number of orphaned rhinos. This led to the establishment of the Care for Wild Rhino Sanctuary (CFWRS). The CFWRS rescues, rehabilitates, releases and protects orphaned, injured, or sick rhino in need of refuge.



The vision of CFWRS is to secure a viable black and white rhino breeding population in protected areas through the integration of community involvement and the inclusion of sustainable solutions.

"CFWRS is very dependent on sponsors, donors and volunteers," says Nico Dooge, Group Manager for Environment at Glencore South Africa. "After visiting the project in March, we decided to donate ZAR100,000 to help the CFWRS team protect one of the world's most endangered animals while creating job opportunities for local community members."

The sanctuary is in an area with many communities located nearby. CFWRS provides education, training and work for these communities. This helps community members to develop long-term livelihoods and a commitment to the conservation of their surrounding environment.

It also grows vegetables, using the rhino dung as fertilizer, which are sold to the surrounding communities.



**"We're very proud that, with this funding, Glencore will help not only just the rhinos, but also the residents of the communities close to the sanctuary,"**

**Nico Dooge**

Group Manager for Environment at  
Glencore South Africa



## Land Stewardship continued

### Protected areas and biodiversity

We own, lease or manage 105,000 hectares adjacent to protected areas and 188,000 hectares adjacent to high biodiversity areas. Assets are required to develop risk-based land stewardship and biodiversity action/management plans to manage material biodiversity aspects and to integrate these plans into core business planning processes. Where we have non-operational buffer lands, our plans support the continuation of existing land practices, including grazing and other agricultural activities.

During 2020, we established a global working group of subject matter experts, representing all departments and regions, to strengthen our approach towards biodiversity and land stewardship and targets. Our approach applies to all our landholdings, including those that have not undergone industrial activity, such as peripheral lands used for agriculture.



### Our expectations on land management



### Transforming the landscape through environmental leadership and innovation

In the central mountains of the Peruvian Andes, lies the Andaychagua mine, part of Volcan's Yauli Mining Unit, one of the world's largest producers of zinc, lead and silver.

For a long time, Andaychagua's greenery was minimal. While land rehabilitation was being practiced, general environmental awareness was a concern, with reports of discarded plastic bottles, used tyres and other waste materials littered across the site. Now, all this has changed due to an innovative environmental initiative that has led to some creative employee engagement.

Andaychagua first worked to identify its top environmental

risks. The mine then appointed working groups, led by team members.

These employees act as 'guardians' of their risk area, and are chosen specifically for their expertise and their role's relationship to the issue. This helps to embed environmental respect, responsibility, action and management throughout the business.

Next, the mine launched a comprehensive communication campaign to raise widespread environmental awareness. It displayed posters providing information, colourful notices and performance indicators in the site's most visited areas.

Finally, Andaychagua launched a variety of contests to raise environmental awareness and support local charities, including:

- An annual bottle cap collection contest, rewarding the team who collects the most plastic bottle caps, for donation to Tierra y Ser, a local environmental NGO, that

sells the recyclable caps for donations to those in need. Andaychagua's efforts have contributed to the provision of wheelchairs and crutches; and

- An annual recycled art competition, where operational teams compete to take typical waste materials, such as used tyres, boots and containers, creating works of art, which are then installed around the site at various points of interest.

In addition to these initiatives, Andaychagua has invested in transforming the mine entrance area with over 7,000m<sup>2</sup> of new vegetation, serving as a visual reminder to all workers of their collective responsibility for environmental performance and sustainability. Andaychagua also constructed a site greenhouse using recycled materials. While initially built to grow plants as environmental controls (such as, eco-friendly plant-based oils for use in dust suppression), it has now become a relaxing sanctuary where employees can find a peaceful moment to de-stress and reconnect with nature.





## Land Stewardship continued



Consistent with our membership of the ICMM, our approach reinforces our commitment to 'no net loss of biodiversity'.

We require that all our assets undertake biodiversity surveys and use their data to identify risks and opportunities and to develop mitigation plans. We monitor progress against these plans through biodiversity report cards.

### Rehabilitation

We recognise that we are custodians of the land on which we operate and are committed to responsible land ownership and meeting community expectations. Where feasible, we conduct progressive rehabilitation on previously disturbed areas once active operations have completed.

During 2020, the relevant state government regulators assessed four of our Australian coal rehabilitation areas at Oaky Creek and Collinsville in Queensland and Ulan and Westside in New South Wales as "achieving rehabilitation completion". This, in addition to previous successful rehabilitation assessments, demonstrates our commitment to meeting the requirements of agreed final rehabilitation outcome for our sites.



**Rehabilitation at  
Glendell coal mine  
in Australia**



## Land Stewardship continued



### Mangoola coal operation rehabilitation

As at many of our assets, our Mangoola coal operation undertakes progressive mine rehabilitation. Its rehabilitation differs slightly as it is following a full natural-landform, ecosystem-restoration approach, a revolutionary process that other Australian mines are now adopting.

Mangoola was the first site in Australia to adopt the natural landform approach in 2011, and it shares its learnings within Glencore and with a range of other stakeholders including other mining companies, the government, the community and other industries to support the evolution of rehabilitation practices.

By early 2021, Mangoola has rehabilitated over 750 hectares of mined land restoring a range of vegetation communities on the shaped post mine landform during the last ten years. Fauna monitoring in the rehabilitated area has identified wombats, red-necked and swamp wallabies, eastern grey kangaroos, wallaroos, short-beaked echidnas, brushtail possums and microbats. In addition, there is a range of reptiles including lace monitors, bearded dragons, brown snakes and eastern longneck turtles and over 70 woodland bird species.

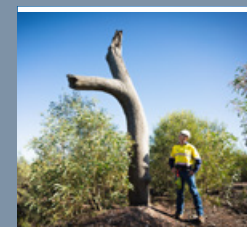
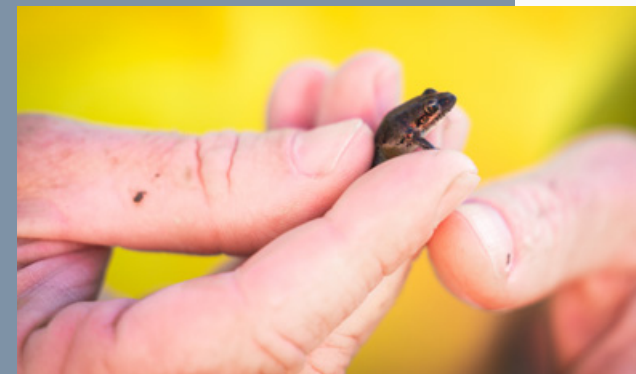
The oldest rehabilitated area is now 10 years old. Here, many of the trees and shrubs are showing regular cycles of flowering and seed production. Second generation seedlings are evident across rehabilitation areas seeded between 2011 and 2014.

This is evidence of trending towards ecological restoration with a self-sustaining vegetation community.

Since 2012, Mangoola has undertaken a long-term translocation and research project on two species of endangered terrestrial orchids, *Prasophyllum petilum* and *Diuris tricolor*. This is the largest research project for translocation of terrestrial orchids in Australia and the only one attempting re-establishment into mine rehabilitation. It has significantly contributed to advancing knowledge for the conservation of these species.



**Read more  
here**



**Rehabilitation  
work at Mangoola  
coal mine**





## Land Stewardship continued



### Closure

Mining is, by definition, a temporary land use and, at the end of its operational life cycle, the land transitions to a post-mining land use. We develop closure plans and financial estimates to complete this post-mining restoration well before the end of operations, with financial assurance typically provided to government agencies prior to development or expansion. In addition, our assets are required to develop closure plans that include social frameworks and to identify progressive rehabilitation targets to encourage reclamation of areas where operations have ceased prior to the overall closure of the asset.

In addition to managing environmental risks, our approach to closure includes progressing robust social transition planning that minimises impacts on our workforce, local suppliers and communities. We undertake closure activities in areas where industrial activities have occurred and where, either entirely or partly, operations have completed.

During the year, we established a global closure planning working group to develop enhanced closure-related governance. The working group comprised of subject matter experts from all commodity departments and operating regions, as well as key corporate functions such as corporate communications and communities and

human rights. A global closure planning 'vision-setting' workshop was held in late 2020 to undertake a detailed review of risks, opportunities and mechanisms, culminating in strengthening our management approach for closure.

Our approach to closure planning recognises that limiting our environmental footprint from the outset of operations reduces closure-related impacts and liabilities in the long term, and aligns with our commitment to source responsibly the commodities needed for our daily lives. As such, our closure planning begins in an asset's design phase and continually updated throughout its operational life, incorporating the principles of adaptive management.

### External engagement

We actively participated in the development and refinement of the ICMM Closure Maturity Framework, a tool for building a common understanding of closure concepts across an asset's life cycle and across mining disciplines. The Framework aligns with ICMM's Integrated Mine Closure Good Practice Guide. During 2020, we conducted pilot testing of the tool at six representative assets. We will expand the testing during 2021.

## Next steps

- Global roll-out and implementation of enhanced environmental governance, including the Environmental Policy, strengthened management approaches for land use, which includes archaeological and cultural resources, biodiversity and closure planning
- Advance implementation of internal biodiversity and land rehabilitation targets
- Expand the implementation of the ICMM Closure Framework Tool
- Identify and assess constructive partnerships to advance integrated land stewardship and biodiversity projects



# Human Rights



## Human Rights

We recognise we have the potential to impact human rights directly through our operations, and indirectly through our relationships with joint ventures, contractors and suppliers. We are committed to respecting human rights and actively support our workforce, business partners and suppliers to understand and meet this commitment.

Zero serious or major  
human rights incidents

0 →

2019: 0

SDGs



### Read more

Further information on our approach towards human rights is available here





**Human Rights**

continued

**Our commitments**

We uphold the dignity, fundamental freedoms and human rights of our people, communities and others potentially affected by our activities.

We seek to apply relevant international standards to understand, control and mitigate our impacts. We are committed to implementing the United Nations (UN) Guiding Principles on Business and Human Rights and uphold the UN Declaration of Human Rights and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work.

We operate in accordance with the Voluntary Principles on Security and Human Rights, International Finance Corporation's Standard 5 and ICMM's position statement on Indigenous Peoples and Mining.

We support the UN Global Compact and follow the principles set out in the OECD Guidelines for Multinational Enterprises and OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas.

We articulate these commitments in our Code of Conduct and Group Human Rights Policy.

**Supporting a successful return from lockdown**

Our coal business in South Africa (GCSA) is partnering with the Wildlife and Environment Society of South Africa (WESSA) to support 17 Glencore-WESSA Eco-Schools.

The schools are close to GCSA's operations, and we identified a need for small-scale investments to improve the quality of learning.

During 2020, GCSA and WESSA identified three priority areas to support the successful return of schools following the end of the national Covid-19 lockdown: curriculum support, schools readiness and food security.

**Curriculum support**

In response to schools closing, the Department of Basic Education revised the curriculum to focus on core subjects and to support students in passing their grade exams. The Eco-School team assisted teachers by providing educational materials and lesson plans specifically designed for the revised curriculum.

**School readiness**

In September 2020, as schools began to return, the GCSA-WESSA partnership provided each school with hygiene units and soap, as well as presenting a Covid-19 awareness programme.

**Food security**

All 17 Eco-Schools have sustainable food gardens. At five schools, the partnership has also installed food-producing tunnels, water tanks for irrigation and vegetable seedlings to support the schools' nutrition programmes.

The tunnels enable the schools to maximise their yield through protecting the crops during harsh weather conditions, extending the gardening season. Composters manage the schools' food waste and improve the soil.

The schools are now providing fresh food to vulnerable learners and their families during the Covid-19 pandemic. They are also using the food tunnels as outdoor classrooms for subjects such as mathematics, natural science and technology.



As food production becomes established, the money generated from the sale of the vegetables creates opportunities for the schools to generate funding that it can use to pay for school trips and assisting learners from disadvantaged families with food and school uniform.

As the entire school benefits from the resources provided by the Glencore-WESSA partnership, there are considerable indirect benefits. In 2020, the initiative directly benefited 150 learners and 70 educators and indirectly 14,538 learners and 1,893 educators.



## Human Rights continued



### Our ambition

To uphold and promote respect for human rights within the Group and throughout our value chain to enable people's basic rights and freedoms. We aim to:

- avoid causing, or contributing to adverse human rights impacts;
- prevent or mitigate adverse human rights impacts linked to our operations, products or services through our business relationships; and
- make a positive contribution to the advancement of human rights of all people, including vulnerable groups. In the event that we cause or contribute to an adverse impact on human rights, we provide for, or cooperate in, processes to enable appropriate remedy.



**What human  
rights means  
to Glencore**



### Our approach

We demonstrate respect for human rights and seek to manage human rights risks at each stage of our business and, for industrial assets, at every stage of the project life cycle from exploration through to closure.

We expect every leader across our business to be a strong role model for acting with integrity and promoting an ethical culture that respects the dignity and equality of all people.

Our Code of Conduct sets out our commitment to respect human rights in a manner consistent with the Universal Declaration of Human Rights. Together, our Glencore Values and Code of Conduct underpin our Group policies, which together detail the behaviour and performance expectations for all assets and offices where we have operational control. We expect our business partners to share our commitment and leverage our business relationship to advance human rights.

Everyone working for Glencore, regardless of location or role, must comply with our Code of Conduct. We expect each of our commodity departments to embed respect for human rights throughout their activities. Our senior managers are accountable for identifying and managing human rights risks and potential impacts.

The Board's Health, Safety, Environment and Communities (HSEC) Committee provides oversight on the management of community and human rights issues.

Our Group Human Rights Policy articulates the fundamental elements of our approach and how we fulfil our commitment to respect human rights. Its main areas include:

- Labour rights, including fair recruitment and employment practices, occupational health and safety, freedom of association, child labour, forced, compulsory or bonded labour, human trafficking and any other form of slavery
- Inclusion and diversity
- Discrimination and harassment
- Indigenous Peoples
- Resettlement
- Security
- Human Rights Defenders
- Conflict
- Transparency of payments to governments.

Our assets tailor the implementation of the Group Human Rights Policy to reflect local cultures, regional challenges and to leverage opportunities while meeting the expectations established by the policies. They conduct human rights due diligence to identify, prevent and mitigate human rights risks and impacts across our business.

If assets have caused or contributed to an adverse human rights impact, they are required to investigate and report the incident internally and to provide or participate in effective remediation, giving particular attention to vulnerable and disadvantaged groups.

We operate grievance processes designed to be legitimate, accessible, predictable, equitable, transparent, rights compatible, a source of continuous learning, and based on engagement and dialogue. Where people have complaints or grievances, we aim to investigate and resolve them at the local level (see Social Performance).

Through our HSEC-HR assurance model, every asset undertakes an annual self-assessment against Group policy implementation. The commodity departments use the self-assessments results to inform their annual HSEC-HR risk assessment and planning processes.



## Human Rights







continued

### Salient risks

Our salient risks assessment considers risks to people. Our material topic assessment considers both impact to business and impact to rightsholders. As a result, our salient risks and our material topics do not align perfectly.

We identified six salient human rights risks across the Group: labour rights, safety, health, security, inequality and water.

### How our salient risks present across our business activities:

	Industrial activities			Marketing activities	
	Exploration acquisition and development	Extraction and production	Processing and refining	Blending and optimisation	Logistics and delivery
 <b>Labour Rights</b>	Sub-standard working conditions, slavery, forced labour, child labour, industrial relations, discrimination				
 <b>Safety</b>	Injuries and fatalities				
 <b>Health</b>	Occupational diseases				
		Dust	SO <sub>2</sub> /NO <sub>x</sub> emissions, hazardous chemicals		
 <b>Security</b>	Violence or abuse by private or public security forces				
 <b>Inequality</b>	Access to grievance mechanisms				
	Bribery & corruption				
	Artisanal & Small-Scale Mining				
	Lack of transparency				
 <b>Water</b>	Access to water & sanitation				

## Human Rights continued

### Performance

During the year, we reviewed and updated the Group Human Rights Policy (the Policy) to reflect our commitments to a range of international human rights instruments. As part of the review, we consulted with external stakeholders and the communities where we operate.

The Policy articulates the fundamental elements of our approach and sets out how we fulfil our commitment to respect human rights. The revised version strengthens our approach to human rights.

The Policy aligns with the ICMM's Mining Principles and the UN Sustainable Development Goals. We developed it with input from people across our Company, leading human rights experts, and members of societies where we operate including local residents, business partners, government and civil society.

We continue to support the Extractive Industries Transparency Initiative (EITI) and transparency in the industry. We participate in the EITI's commodity trading working group. During the year, the working group finalised reporting

## Delivering our human rights programme

Process	Objectives	Key Group activities in 2020
<b>Risk management</b>	<ul style="list-style-type: none"> <li>Identify, assess, manage and mitigate human rights risks</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed and updated our management approach for human rights</li> <li>Started a comprehensive review of cultural heritage risk exposure and management controls</li> <li>Developed human rights risk rating tool</li> </ul>
<b>Community and stakeholder engagement</b>	<ul style="list-style-type: none"> <li>Identify relevant, potentially impacted stakeholders</li> <li>Inform human rights risks assessments and/or impact assessments</li> <li>Determine if risk management activities are appropriate and effective</li> <li>Consult on design and effectiveness of grievance mechanisms</li> <li>Participate in multi-stakeholder forums to understand and discuss best practice/lessons learned</li> </ul>	<ul style="list-style-type: none"> <li>Updated our management approach for social performance (includes stakeholder engagement requirements)</li> </ul>
<b>Due diligence</b>	<ul style="list-style-type: none"> <li>Identify and manage human rights risks related to our business partners</li> </ul>	<ul style="list-style-type: none"> <li>Continued implementation of enhanced due diligence against the Supplier Standards and Know Your customer process</li> </ul>
<b>Grievance and complaints mechanisms*</b>	<ul style="list-style-type: none"> <li>Provide at least one channel for stakeholders to raise and seek redress for impacts to their human rights (can include dedicated phone lines, registers in public places, SMS hotlines or community offices)</li> </ul>	<ul style="list-style-type: none"> <li>Conducted review of local grievance mechanisms against the UNGP effectiveness criteria (see also Training)</li> </ul>
<b>Monitoring and evaluation (including audits)</b>	<ul style="list-style-type: none"> <li>Review the effectiveness of human rights activities to continually improve human rights performance</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced guidance on human rights incident evaluation and reporting</li> <li>Completed third line audits on implementation of the Voluntary Principles on Security and Human Rights at four assets</li> </ul>
<b>Training</b>	<ul style="list-style-type: none"> <li>Build a consistent understanding amongst the workforce on the importance of respecting human rights</li> <li>Provide guidance to the workforce, including management personnel, on our expectations for demonstrating respect for human rights including how to implement and monitor human rights management controls</li> </ul>	<ul style="list-style-type: none"> <li>Webinars on best practice for complaints and grievance mechanisms</li> </ul>

\* Neither Glencore's Raising Concerns platform nor local grievance mechanisms impede access to judicial or administrative remedies. Glencore cooperates with state-based non-judicial grievance mechanisms.

## Human Rights continued

guidelines for companies purchasing oil, gas and minerals from resource-rich countries.

Glencore's EITI disclosure in its annual Payments to Government Report reflects these guidelines. In line with our commitments, we will consider how to promote increased transparency in the industry.

### Risk management

We developed an innovative human rights rating tool to enable consistent assessment of the human rights risk level of each asset across the Group. We developed the tool in consultation with internal and external human rights experts who helped identify country and local risk indicators for each of the Group's salient risks. The tool comprises 20 indicators from credible, international sources and 29 internal indicators from across our assets.

An asset's risk rating will determine the minimum actions required to manage human rights risks. The tool aligns with the Corporate Risk Management Framework and we will roll it out during 2021.

## Community and stakeholder engagement

The restrictions imposed by Covid-19, meant adapting our stakeholder engagement strategies from face-to-face meetings to virtual sessions.

### Artisanal and small-scale mining

Artisanal and small-scale mining (ASM) represents an important livelihood and income source for many poverty-affected populations around the world. The sector is largely unmechanised and informal in nature so it often presents significant safety and human rights risks. A key issue is the participation of children in the sector. A further issue occurs when artisanal miners illegally trespass on the property of large-scale mines, which introduces security and safety challenges.

In the DRC, ASM is a source of employment for around 2 million people. It is particularly prevalent near our operations, where artisanal miners mine cobalt. Due to the link between child labour and artisanal mining, we conduct assurance to demonstrate to our stakeholders in our value chain that our product does not contain ore sourced from artisanal mining. Our engagement with those involved in ASM focuses on how ASM and large-scale mining can sustainably co-exist as distinct yet complementary sectors of a successful mining industry in the DRC.



### Fighting the root causes of child labour

As detailed in our previous report, in June 2019, a tragic incident at our Kamoto Copper Company (KCC) operation in the DRC resulted in multiple fatalities and injuries of trespassing ASM miners who were operating illegally at KCC.

Following this incident, we implemented and strengthened various mitigating measures:

- Completion of a 32km boundary wall to prevent intrusions into open pits and surface operations;
- Ongoing risk assessments, training and internal controls that align with the Voluntary Principles on Security and Human Rights for security personnel and are applied during engagement activities with public security forces;
- Hosting summer camps during school holidays to discourage children's involvement in ASM. The measures implemented to address Covid-19 meant the 2020 summer camp was replaced with kiosks that children utilised for book reading and sports activities;

- Continuing work with an ASM consultant to help develop and implement an ASM Implementation Plan to address ASM activities on KCC's properties and in the immediate community;
- Training for former ASM workers wanting to pursue alternative livelihoods and the development of an Enterprise Development Programme to promote local businesses.

As a major producer and marketer of cobalt, we support efforts to establish greater transparency in the value chain, and actively participate in third-party assurance of our responsible sourcing approach under the Responsible Minerals Initiative. We apply our due diligence processes to ensure ASM material does not enter our supply chain.

During the year, we reviewed our overall approach to ASM in recognition of the important and sustainable role that responsible and transparent ASM could have in the supply chain. We became a member of the Fair Cobalt Alliance (FCA), collaborating with other supply chain companies and non-industry stakeholders. The FCA's mission is to transform ASM in the DRC in a positive manner through eliminating child and forced labour, supporting the professionalisation of ASM through the adoption of responsible mining





## Human Rights continued

practices, and identifying and supporting alternative livelihoods to help increase incomes and reduce poverty.

Further information on how we responsibly source and supply our products is available in our Responsible Sourcing and Supply chapter.

### Resettlement

We seek to avoid resettlement wherever possible. When unavoidable, we proceed in accordance with IFC Performance Standard 5: Land Acquisition and Involuntary Resettlement. Throughout, our priority is to ensure that all affected stakeholders have full participation. Following any resettlement, through ongoing monitoring, we seek to ensure the communities involved can maintain productive livelihoods.

In 2010, the Colombian Environmental Ministry issued an order for Prodeco, Drummond and Colombian National Resources (CNR), to pre-emptively resettle the communities of Plan Bonito, El Hatillo and Boqueron due to the prospective impacts of mining on air quality in these communities. The resettlement order was not due to actual levels of contamination but future expected air quality in these areas caused by the mining operations of the three companies.

In 2014, the resettlement of Plan Bonito was completed. The resettlements of El Hatillo and Boqueron are not yet completed.

In response to the COVID-19 pandemic, Prodeco suspended its mining operations in March 2020. In February 2021, Prodeco announced that it is commencing the process of handing its mining titles back to the Republic of Colombia through the National Mining Agency (ANM). Prodeco's commitment to the resettlement project is unaffected by this announcement.

CNR recently entered in bankruptcy protection proceedings and suspended its involvement in the resettlement process. While the government assesses the impact of CNR's non-participation, the resettlement process is suspended. Drummond and Prodeco are working outside of the resettlement project to support the most vulnerable members of those communities with a contingency plan.

In South Africa, our Goedgevonden complex completed the construction of houses for the remaining six families in late 2020, in line with the settlement and relocation agreement agreed in 2018. Five of the six families relocated in December 2020, and engagements are ongoing with the remaining family.

At Zonnebloom, all of the families have relocated as part of the first phase. Planning for the life of mine indicates that one additional family will need relocating by 2027. This family has requested a rural relocation and Zonnebloom is currently investigating possible site options.

Engagements are ongoing with the two affected families at iMpunzi. The two families have asked for an urban relocation and iMpunzi is identifying suitable alternate accommodation. The families have viewed several options and we anticipate a decision shortly.

In the DRC, our KCC asset is resettling the community of Kapata as part of its extension of the East Mashamba dump. The process for identifying, investigating and engaging with the community began late in 2019. The assessment identified households likely to be impacted by the mine's future activity. Due to restrictions imposed by Covid-19, KCC has suspended the resettlement project.

## Closure and Care and Maintenance

See the Our People section



**Read more**  
[here](#)

## Due Diligence

See the Responsible Sourcing and Supply section



**Read more**  
[here](#)

## Grievance mechanisms

See the Responsible Citizenship section



**Read more**  
[here](#)



## Human Rights continued

### Monitoring and evaluation

During the year, we initiated a project to improve our classification of events with human rights impacts. We consulted with an international human rights expert, and his contributions were fed into our internal discussions.

The resulting framework considers two elements: the Company's relationship to an event and the severity of the event.

We base our relationship to an event on the UN Guiding Principles on Business and Human Rights (UNGPs). The three relationship levels specified in the UNGPs are:

1. The company causes the event (it has control over the activity);
2. The company contributes to the event (it has partial control over the activity); or
3. The company is linked to the event (it has very limited control, however, it is linked to the event through its business activities).

After it has been determined if Glencore has caused, contributed or is linked to an event we use a dedicated human rights consequence matrix to assess the severity of the event. The combination of the relationship level to and severity of the event determines the necessary management actions and reporting requirements.

Guidance materials include definitions and numerous scenarios to support teams across the Group apply the framework and build a more consistent understanding of events with human rights impacts.

### Training

In line with the Voluntary Principles for Security and Human Rights (Voluntary Principles) and our own Security Protocol, we provide human rights training for our private security teams.

Due to Covid-19, our training-related activities were limited during the year. Our assets implementing the Voluntary Principles continued their training programmes for their security teams.

Our South African coal and ferroalloys businesses also established and rolled out awareness campaigns on gender-based violence as part of their stakeholder engagement activities.

## Next steps

- Roll-out our strengthened approach to human rights
- Implement human rights risk rating tool
- Improve complaint and grievance mechanism design
- Roll-out and monitor our improved human rights' incidents classification
- Internal audits on our implementation of the Voluntary Principles



# Responsible Citizenship

Mining activities can make a significant contribution to the national, regional and local economies in which they operate through the provision of employment and training, tax and royalty payments to governments for essential services, local procurement, social development and environmental stewardship. Our aim is to minimise adverse impacts from our activities and to build partnerships to support sustainable development and growth.

**Tax and royalty  
payments**  
(US\$ billion)

**5.8** 

**2019: 7.7**

**Community Investments**  
(US\$ million)

**95** 

**2019: 90**

**Community complaints**  
(number received)

**1,272** 

**2019: 1,149**

**SDGs**



## Supporting communities' wellbeing

In 2019, Glencore Coal South Africa (GCSA) undertook a socio-economic baseline study, which built on an external human rights impact assessment it completed in 2017. The study included metrics to understand the prevalence of mental health illnesses in the communities. It found that a significant percentage of the sample population, showed some negative mental health symptoms with the potential to affect a person's wellbeing and a high correlation between income poverty, food security and poor mental health.

In response to the findings, GCSA established a Community Resilience Programme, which includes resources to assist with psychosocial issues.

GCSA launched the Programme in collaboration with the Department of Health to support its response to Covid-19.



GCSA equipped a mobile centre to test for diseases, including HIV, diabetes, hypertension, respiratory diseases such as tuberculosis, as well as Covid-19. Individuals identified during the screening process as high risk receive further testing, diagnosis and treatment.

GCSA's partnership with the Department of Health will continue post Covid-19, working on other wellness programmes within the community. The programme will also collaborate with the SHE Conquers Programme for young women and girls to address issues such as teenage pregnancy and HIV, as well as support to other key population groups such as LGBTQI+ and sex workers.



### Read more

Further information on our approach to responsible citizenship is available here



## Responsible Citizenship

continued



### Our approach

Through meaningful stakeholder engagement and integration of our social performance into our core business, we support the advancement of the mutual interests of our host communities and our assets. With activities ranging from exploration and development projects, to mines and mineral processing facilities, warehousing, and assets in closure, we are present in a hugely diverse range of geographies and cultures around the world. Some of our businesses operate in challenging contexts and we remain committed to working, with others, to help find and implement solutions to social issues and to build resilient and peaceful communities.

In addition to local employment and business development, voluntary social investment forms part of our contribution to the communities in the regions where we operate. We support programmes in community development, enterprise and job creation, health, education and the environment.



### Our ambition

To be an active and valued participant in all the communities that host us, to understand and manage our negative impacts and identify where we can make the most effective positive contribution.

### Performance

In 2020, we revised our Social Performance Policy, which the Board approved in early 2021. As part of the review process, we consulted with external stakeholders and the communities where we operate. The Social Performance Policy aligns with the ICMM's Mining Principles and the United Nations Sustainable Development Goals and people across our company, social science experts, and members of societies where we operate inputted into its development. The Social Performance Policy articulates the fundamental elements of our approach to our engagement and participation in society.

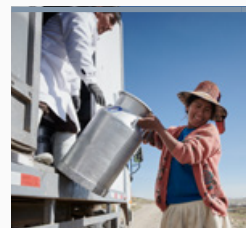
In 2020, we received 1,272 community complaints (2019: 1,149 complaints). The majority, 34%, related to damage caused by flood water runoff from the Badila and Mangara operations in Chad.

Other complaints from around the Group related to odour/fumes and noise, which accounted for 17% and 14% of our total complaints, respectively.

During the year, our payments to governments totalled US\$5.8 billion (2019: US\$7.7 billion), reflecting the value we contribute through the taxes and royalties we pay in our operating countries for our marketing and industrial activities. The decrease was mostly due to lower corporate income tax payments, directly attributable to the decline in pre-tax profits in many of our key operating jurisdictions and royalty payments that decreased in line with lower prices and production curtailments.

During 2020, we spent US\$95 million on community development programmes (2019: US\$90 million). In response to the global pandemic, we launched a US\$25 million Glencore Community Support Fund to provide additional support to new and existing local community efforts by our teams. See page 62 for further details.

At the end of 2020, we had spent US\$19 million on Covid-19 related initiatives.



### Our expectations on land management

## Highlights

- US\$95 million spent on community development programmes, including US\$19 million specifically on Covid-19 relief initiatives





## Responsible Citizenship

continued

### Socio-economic contribution

One way of measuring our social impact is through our socio-economic contribution scorecard. The scorecard demonstrates our efforts to meet both societal and business objectives.

The scorecard examines the key value flows that our assets create for four principal stakeholder groups.

### Socio-economic contribution scorecard

Stakeholder group	Value flows	2020 results
Employees	<ul style="list-style-type: none"> <li>Wages and benefits</li> </ul>	<ul style="list-style-type: none"> <li>96% of our workforce is local to the country where we operate</li> </ul>
Suppliers, contractors and small businesses	<ul style="list-style-type: none"> <li>Procuring goods and services</li> <li>Skills and enterprise development</li> </ul>	<ul style="list-style-type: none"> <li>80% of our global procurement spend is with suppliers and contractors local to the countries where we operate</li> <li>Nearly 80,000 people benefited from our enterprise development and economic diversification investments</li> </ul>
Local communities	<ul style="list-style-type: none"> <li>Community development</li> <li>Use of shared public-use infrastructure</li> <li>Education and skills development</li> </ul>	<ul style="list-style-type: none"> <li>US\$95 million spent on programmes supporting local community development, including about US\$9.6 million on enterprise development and economic diversification of local entrepreneurs</li> <li>Around 2.6 million people living near to our assets have benefited from our community investment activities, including environmental initiatives, healthcare facilities, education programmes and enterprise development</li> <li>US\$1.3 million spent on infrastructure for water processing and distribution, including more than 15 kilometres of pipework and infrastructure</li> <li>US\$2.1 million spent building or maintaining over 72 kilometres of roads</li> <li>US\$0.55 million invested in power distribution infrastructure generating 232 Megawatts per year</li> </ul>
Local and national governments	<ul style="list-style-type: none"> <li>Taxes and royalties</li> </ul>	<ul style="list-style-type: none"> <li>US\$5.8 billion paid to host governments in taxes and royalties</li> </ul>



## Responsible Citizenship

continued

### Economic value added in 2020<sup>1</sup>

US\$ million	Group	Africa	Australia	North America	South America	Rest of World
Revenues <sup>2</sup>	179,717	9,579	8,851	23,611	9,112	128,564
Payments to suppliers (operating costs) <sup>3</sup>	166,739	8,869	6,991	22,231	6,926	121,723
<b>Economic value added</b>	<b>12,978</b>	<b>711</b>	<b>1,860</b>	<b>1,381</b>	<b>2,186</b>	<b>6,840</b>
Royalties, duties and taxes <sup>4,5</sup>	5,794	1,914	1,862	307	778	932
Employee wages and benefits <sup>6</sup>	4,649	935	1,245	694	436	1,339
Sum of payments to providers of capital <sup>7</sup>	2,338	160	270	453	177	1,279
Community investments	95	24	8	3	18	43
Sum of capital expenditure	3,274	873	823	580	407	590
<b>Economic value retained/contributed</b>	<b>-3,172</b>	<b>-3,194</b>	<b>-2,348</b>	<b>-656</b>	<b>370</b>	<b>2,656</b>

1. For presentation purposes, figures are rounded to the nearest unit.

2. Revenues include sales, intercompany sales and other income.

3. Operating costs include all cost of goods sold excluding salaries, employee benefits, taxes, community investments, depreciation, impairment and M2M.

4. Does not include total net refunds from governments on VAT, GST and sales tax amounting to US\$1,382 million.

5. Does not include income taxes paid in Colombia, Peru and Chile, relating to Glencore's proportionate ownership interest in joint ventures (Cerrejón, Antamina and Collahuasi) amounting to a total of US\$383 million.

6. Excludes all costs relating to contractors; these are shown in operating costs.

7. Consists of dividend payments and interest expenses to third parties and inter-Group entities. Payments to providers do not include any repayments of loan principal.

### Social Issues

In addition to Covid-19 presenting unprecedented health and medical challenges globally, it has exacerbated inequalities in many of the regions where we operate. The financial impacts of loss of revenue due to business closures and increasing costs of public health demands have placed significant pressure on governments.

In 2020, we had a series of incidents involving interaction between local communities and police forces.

- During June and July, several thousand individuals invaded land owned by our asset Mopani in Zambia and began clearing over 300 hectares of land for housing. While sympathetic to the needs of people involved, this land is part of an industrial site and therefore not safe or appropriate for the establishment of housing. Despite ongoing requests by both Mopani and local authorities to vacate the land, and notices published in the local media informing the illegal group on the need for them to leave the land, they remained in place.

In mid-July, Zambia's High Court authorised local police to remove people occupying the land. Mopani engaged with the police to outline its expectations in terms of observing human rights and use of minimum force necessary to remove the people.

The Group peacefully left the land and Mopani continued to work with local communities on poverty alleviation initiatives. In March 2021, Glencore completed the sale of its 90% interest in Mopani to ZCCM Investments Holding plc, the existing owner of the remaining 10% interest.

- In Peru, the impact of Covid-19 led to social unrest in the Espinar region, affecting a number of mining operations in the region, including our Antapaccay asset. The unrest escalated and the protestors burnt pastureland and blocked all of the roads around Antapaccay, affecting all movements in and out of the site. Approximately 1,800 workers were confined at the site between 21 July and 8 August. In addition, protestors broke into the site and damaged the water plant that supplies the mine and two surrounding communities of Tintaya-Marquiri and Cocareta.

In response to the situation, the government dispatched around 340 police officers to secure the site. The issue was resolved following engagement with the community and the agreement by Antapaccay to provide additional support to the community of Espinar to mitigate the impacts of the pandemic.



## Responsible Citizenship

continued

### Risk management Supporting local communities

The Covid-19 pandemic is an unprecedented challenge for all of us, including our colleagues, families, local communities and society. The scale and diversity of our operations means that the impact of the virus varies by location. In addition, many of our operations are located in remote areas with limited public health care systems. Our teams are working closely with governments, health agencies and other key responders to identify their needs to provide the most effective response possible.

To support their efforts, we established a US\$25 million Glencore Community Support Fund (Fund). We designed the Fund to be flexible and responsive and to complement existing efforts by our local teams to provide the support their communities need most at this time.

It initially prioritised assistance to local health authorities and community organisations to help them respond to the immediate impacts of the crisis. Imperatives such as access to clean water, hygiene products and medical equipment were important in some regions.

In others, our efforts focused on enabling students to continue learning, despite schools closing, through providing free Wi-Fi hotspots.

In addition to the Fund, our offices and assets mobilised their skills and resources to provide local in-kind support. We adapted and tailored some of our existing social investment programmes to address the changing social needs during the crisis.

We also participated in collaborative responses with our peers. For example, in South Africa, the Minerals Council of South Africa established regional government collaborative platforms to coordinate the efforts and resources of the mining companies' response to the pandemic.

### Moving resources online to continue learning through the pandemic

Learning for a Sustainable Future (LSF) offers innovative educational programmes that provide young people with the knowledge, skills, values, perspectives and practices that are essential to a sustainable future.

Over the last ten years, Glencore's nickel business partnered with LSF in its delivery of K-12 sustainability education initiatives through its operations in Canada, New Caledonia and Norway.

Glencore's funding for LSF in 2020 was to go towards LSF's face-to-face professional development workshops, youth engagement programmes and stakeholder engagement.

However, the travel restrictions, school closures and limits on gatherings caused by the global pandemic meant LSF was unable to deliver its planned programmes. Rather than postpone these activities, LSF saw a great opportunity to adapt and transform resources on their online database to provide easy to use on-line activities that parents and teachers can do with their children at home.

With Glencore's support and reallocation of funding, LSF created a series of weekly activities, available in both English and French. Parents and teachers around the world can view and download the programmes as they work hard to continue their children's daily learning and development.



## Responsible Citizenship

continued

### Grievance mechanisms

All our operations are required to have in place local complaints and grievance processes that are legitimate, accessible, predictable, equitable, transparent and rights-compatible and in line with the United Nations' Guiding Principles (UNGPs) effectiveness criteria. These processes encourage people to raise concerns with us without fear of recrimination. We commit to investigating all concerns in a manner that respects the rights of the complainant.

During 2020, we undertook a Group-wide project to assess our local complaints and grievance processes against the UNGP effectiveness criteria.

We identified areas for improvement, including the need for more robust mechanisms to measure the effectiveness of the process, including feedback from potentially affected stakeholders. Over the next year, assets will strengthen the design of their complaints and grievance processes.

We followed this assessment with learning webinars focused on challenges and good practices in complaints and grievance process implementation in early 2021.



### Celebrating 25 years of the Raglan Agreement

In 1995, Glencore became the first mining company in Canada to sign an Impact and Benefit Agreement (IBA) with an Indigenous population. We have become the benchmark and model for other similar agreements, which numerous mining companies and industrial operations have since created with various Indigenous populations across the country.

In 1995, Raglan Mine's operations had not begun and would not begin until 1997. The IBA summarised the mutual agreement between Makivik Corporation, the northern villages of Salluit and Kangiqsujuaq and Société Minière Raglan du Québec Itée (Raglan Mine). It is a comprehensive social and economic agreement that addresses critical issues including:

- Constant collaboration between Raglan Mine and Inuit stakeholders;
- Financial provisions to ensure that Inuit beneficiaries derive direct economic benefits;
- Promotion of employment for Inuit beneficiaries;
- Safety of all land users and employees;
- The Inuits' direct enjoyment of social and economic advantages throughout the active life of Raglan Mine; and
- Facilitation of the development and operation of the Raglan Mine project in an efficient and environmentally sound manner.

Over the last 25 years, through the Agreement, the Raglan Mine has established social and community engagement initiatives, developed and implemented preventative and proactive health and safety approaches, supported Inuit employment and training and made environmental improvements.

One such initiative is the Akkivik programme. Akkivik means 'to give a leg up' in Inuktitut and supports projects that provide direct and long-term social and economic development, at a local level, in Kangiqsujuaq and Salluit.

The focus of the Akkivik programme is to provide seed money and in-kind help and it provides support in a number of sectors that include, culture, community health and wellbeing, education, training and leadership development, entrepreneurial capacity development and job creation, food security and energy security.

Since its inception in 2018, the programme has assisted 27 projects. One such project was a trail marking initiative, which flagged snowmobiling trails as a way to reduce the risk of riders getting lost in inclement weather. Another was the launch of The Sewing Centre, a project that preserves sewing, one of the important traditional skills of the Inuit, in order to keep the culture thriving.





## Responsible Citizenship continued

Over 150 operational managers and social, environment and legal professionals attended the sessions that spanned seven geographical regions and four languages.

In 2020, three human rights organisations lodged a complaint with the UK's National Contact Point (NCP) for the Organization for Economic Co-operation and Development (OECD), in relation to alleged breaches of the OECD Guidelines for Multinational Enterprises by Glencore UK Ltd. (GUK) in connection with certain events at the Badila oilfield in the Republic of Chad. GUK participated in the UK NCP's initial assessment of the complaint and, on 8 February 2021, GUK notified the UK NCP of its decision to accept its offer to facilitate a mediation process with the three organisations.

In early 2021, a group of NGOs filed a complaint before the NCPs of Australia, the UK, and Switzerland alleging breaches of certain of the OECD

Guidelines for Multinational Enterprises by Cerrejón and its shareholders, Anglo American, BHP and Glencore. Cerrejón is an independently managed and operated joint venture, and the Anglo American, BHP and Glencore groups are equal shareholders in the joint venture company. Cerrejón has responded publicly to the news of the complaint.

We support Cerrejón management in abiding by Colombian law and applying recognised international industry standards for environmental and social management. The complaint refers to several ongoing legal and institutional processes within Colombia. The NCP process is ongoing.

### Responding to social incidents

See the human rights section for details on the work we have undertaken to improve our classification of events with human rights impacts.

As reported in last year's report, we were deeply saddened by a fatal truck accident indirectly associated with our Mutanda Mining Sarl (Mumi) operations in February 2019.

Throughout 2020, we continued the actions we initiated in 2019, to support the victims and their families through covering medical support in the DRC and care and accommodation in South Africa, as well as providing income support for the affected families.

In 2019, following a security-related incident, we engaged external human rights experts to undertake an independent human rights review to build an understanding of stakeholder perceptions and concerns about Antapaccay.

During 2020, Antapaccay further strengthened its human rights management by implementing an operational plan with specific objectives to strengthen management mechanisms and support compliance with human rights guidelines.

Antapaccay also focused on risk management, establishing control mechanisms, training, strengthening complaints and grievances processes, communications and meeting the requirements of the Voluntary Principles. As part of this approach, Antapaccay established a risk matrix with supporting actions, which included an intensive training programme for its private security contractors with information on its policies and performance expectations. It also strengthened its complaints and grievance platforms through launching a web-based channel.

## Indigenous People and cultural heritage

Our business interacts with many diverse communities around the world. We appreciate and respect the importance of their cultural heritage and seek to avoid, or where avoidance is not possible, minimise impacts from our operations and activities on places, items or other aspects of historical and cultural significance.

Some of our assets are located on or near the traditional lands of Indigenous Peoples. We engage in open and continuous dialogue with local and Indigenous communities affected by our activities to better understand their culture, views, and aspirations, and work with them to minimise adverse impacts and create enduring benefits.

A number of our assets have formal agreements in place with Indigenous groups including Indigenous Land Use Agreements in Australia and Impact Benefit Agreements (IBA) in Canada. Our Raglan Mine in Nunavik, Quebec, negotiated the first IBA in Canada in 1995. In South Africa, our alloys business engages with First Nations, Indigenous Peoples and Traditional Authorities living close to its operations.



## Responsible Citizenship continued

At all assets, our activities focus on practical and meaningful measures that can enhance the socio-economic capacity and well-being of our local and Indigenous communities. Our approach aligns with the ICMM Position Statement on Indigenous Peoples and Mining<sup>1</sup>, demonstrating respect for Indigenous People's rights, interests, special connections to lands and waters, and perspectives.

We have been closely following the Australian inquiry process following events in Western Australia in 2020 where mining activities affected internationally significant cultural heritage.

In the light of this incident, we established an Indigenous Relations and Cultural Heritage Working Group with representatives from all our Australian assets to review our approach to Indigenous engagement and assess our current heritage management governance, standards and practices. Independent experts from Australian Cultural Heritage Management supported the design and analysis of the review.

We have monitored the Australian Parliamentary inquiry into the Juukan Gorge incident and reviewed key outcomes from its interim report with our Board HSEC Committee, as well as commissioned an expert third party to present the learnings from the incident to our relevant teams.

Building on the Australian review, in early 2021 we commenced a risk-based review of our assets globally to better understand the extent to which our operations may affect cultural heritage on or near their sites, along with the management systems and organisational structures they have in place. We are currently analysing the information.

This is supported by a report that we commissioned into the cultural heritage protection laws in the international jurisdictions where we operate to assess those laws against international standards. The report identified countries with strong legal protection of cultural heritage and others where the rule of law was quite weak and where we will need to meet or exceed internationally accepted good practice.

During 2021, our Board HSEC Committee will discuss the findings of these reviews and expert recommendations. We will also use the findings to strengthen our cultural heritage management.

We have incorporated a new cultural heritage commitment in our recently revised Social Performance Policy. We will operationalise this with new requirements in our Social Performance and Land Stewardship and Biodiversity Standards.

### Payments to government

We pay all relevant taxes, royalties and levies required by local and national regulation in our host countries. The payments we make to the governments of the countries in which we operate include local, national, sales and employment taxes, government royalties and licence and permitting fees.

In addition, we contribute to local economies through our use of local suppliers, wages and employee benefits, voluntary support of socio-economic initiatives such as health and education projects and infrastructure development.

We welcome fiscal transparency, as it encourages the responsible management of revenues from extractive activities. We are a supporter of the Extractive Industries Transparency Initiative (EITI) and its principles of transparency and accountability. We participate in in-country forums supporting the EITI, as well as participate in the EITI Commodity Trading Transparency working group on a corporate level.

Our annual Payments to Governments Report includes information required by the EU Accounting Directive, detailing payments by country, project and recipient. We also include our EITI disclosures on our payments to state-owned enterprises in EITI-member countries for the purchase of oil, minerals and metals.

### External engagement

We continue to actively participate in the ICMM, which during the first half of 2020, focused on supporting the industry's Covid-19 response by accelerating member learning and improving the flow of communications between members and countries. As ICMM members transitioned from response to recovery, attention shifted to enhancing companies' actions and engaging stakeholders in the industry's contribution to economic recovery and long-term resilience.

<sup>1</sup> The statement requires members to adopt and apply engagement and consultation processes that ensure the meaningful participation of Indigenous communities in decision making, through a process consistent with their traditional decision-making processes, based on good faith negotiation. It expects members to work to obtain the consent of Indigenous People prior to undertaking development of new projects and changes to existing projects where significant adverse impacts on Indigenous Peoples are likely to occur.



## Responsible Citizenship

### continued

An outcome of the work was the 'Building Forward Better Framework', developed in partnership with Business Fights Poverty and The Partnering Initiative, in consultation with the Harvard Kennedy School's Corporate Responsibility Initiative. The Framework is a practical tool for mining and other companies, to assess their own activities through examples, case studies and resources.

Through the ICMM, we are participating in an educational series intended to increase employee understanding of foundational principles and leading practices in cultural heritage. We are also actively working with the Minerals Council of Australia (MCA) in ongoing dialogue relating to legislative changes to cultural heritage laws and enhancing member policies and practices. Glencore is the chair of the MCA Indigenous Working Group.



## Supporting Indigenous employment

In 2019, our Oaky Creek Mine supported a pilot programme that was developed and operated with DBS QLD Pty Ltd, an Indigenous-owned company and existing service provider to the mine. The pilot programme had excellent results with most graduates successful in finding employment. It led to our Australian coal business establishing an Indigenous Employment Pathways Program in 2020.

In 2020, the coal team rolled out the Employment Pathways Program at two hubs in Queensland, Tieri near Oaky Creek Mine and Glenden near Newlands Mine, as well as in New South Wales (NSW) near to our Upper Hunter's operations.

The aim of Employment Pathways Program is to provide real employment opportunities for Indigenous Australians who live in or with a connection to the areas directly affected by our coal operations.

The 26-week programme, which includes training and site-based work, works with unemployed Indigenous Australians who are actively seeking employment in the resources sector.

In 2020, 14 of the 20 participants completed the programme in Queensland. Of these 14 graduates, nine were initially successful in gaining employment with contractors associated with Glencore operations. A number of other graduates secured work in areas outside the resources sector. Unfortunately, restrictions related to Covid-19 caused the suspension of the NSW programme.

Based on its success during the year and the continued support of the Traditional Owners associated with our operations, we will implement the Employment Pathways Program during in 2021, with the NSW programme commencing in March, and the two Queensland programmes starting in late April.

## Next steps

- Finalise and roll-out our strengthened management approach to social performance



## Responsible Sourcing and Supply

In addition to operating responsibly, we seek to incorporate social, ethical and environmental considerations in our relationships with suppliers and customers. In particular, we are committed to understanding and addressing the risk of human rights violations in our supply chains.

Screening on  
environmental criteria  
(number of suppliers)

**4,260** 

2019: 5,579

Screening on social criteria  
(number of suppliers)

**3,993** 

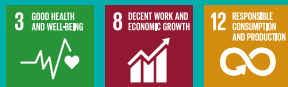
2019: 5,680

New suppliers  
(number of suppliers)

**7,599** 

2019: 10,431

SDGs



### Piloting the RMI's audit programme

In February 2021, our KCC asset in the DRC undertook an assessment, as part of the Responsible Minerals Initiative's (RMI) pilot audit programme for crude cobalt refiners.

In 2019 and 2020, we worked with the RMI to pilot its Responsible Minerals Assurance Process (RMAP) for cobalt at our Murrin Murrin asset in Australia. The RMAP uses independent third-party assessments of smelter and refinery management systems and sourcing practices to validate conformance with its cobalt standard. The RMAP cobalt standard meets the requirements of the OECD Due Diligence Guidance.

In 2020, RMI announced the conclusions of the pilot assessment at Murrin



Murrin, which found that its due diligence management system conforms, in all material aspects, to the requirements of the standard.

We have published Murrin Murrin's Responsible Minerals Assurance Process (RMAP) due diligence report on our website and will publish the KCC report once the RMI makes it available.

The successful RMI assessment of Murrin Murrin complements our refiners, who are on the LBMA Good Delivery List. In 2020, as in previous years, our refiners maintained their successful LBMA responsible gold and silver accreditations.



#### Read more

Further information on our approach to responsible sourcing and supply is available here





## Responsible Sourcing and Supply continued



### Our approach

As a vertically integrated commodity supplier with a diverse commodity mix, we have a unique perspective on supply chains and make a valuable contribution across a range of responsible sourcing initiatives.

Our responsible sourcing strategy considers production, sourcing of metals and minerals and procuring goods and services. Our policy and standards framework captures our commitments and expectations. We work collaboratively with experts, industry consortia, our peers and customers to understand fully the properties and potential impacts of our products throughout their supply chains and life cycles.



### Our ambition

To understand and address social, ethical, environmental and human rights risks in our supply chains in line with our values.

### Performance

During 2020, our industrial assets screened 7,599 new suppliers following a risk-based approach (2019: 10,432). The industrial assets assessed 4,260 suppliers against environmental criteria (2019: 5,579) and 3,993 suppliers on social criteria (2019: 5,680).

In 2020, as in previous years, Glencore did not produce, process or market any conflict minerals originating from the conflict areas defined by the US Dodd-Frank Act (tin, tungsten, tantalum and gold from the DRC and adjoining countries). Through our supply chain due diligence processes, we continue to deliver on our commitment to responsible source and supply.

As responsible participant in the commodity supply chain, we share relevant information with our customers. We also continued to work with industry associations and due diligence agencies to streamline information sharing platforms.

We are a major producer of cobalt in the DRC and we are committed to the responsible production of cobalt. We do not source any ASM material in the DRC, but we support the development of responsible ASM, working in partnership with others. During the year, we became a member of the Fair Cobalt Alliance (FCA). The FCA's mission is to transform ASM in the DRC in a positive manner through eliminating child and forced labour, supporting the professionalisation of ASM through the adoption of responsible mining practices, and identifying and supporting alternative livelihoods to help increase incomes and reduce poverty.

### Due diligence and regulation

In January 2021, the European Union's conflict minerals legislation came into force. Our approach incorporates this legislation for the tin and gold in our supply chain. In addition, the London Bullion Market Association (LBMA) Good Delivery programme certifies our gold and silver refiners. The Good Delivery List is only for refiners accredited by the LBMA as having implemented its Responsible Gold and/or Silver Guidance and producing bars that satisfy its high standards in terms of purity, quality and physical appearance.

## Highlights

- Strengthened our supply chain due diligence process and rolled it out to two commodity departments' marketing teams
- Became a member of the Fair Cobalt Alliance
- Participated in the development of the Copper Mark's Joint Due Diligence Standard for copper, lead, nickel and zinc



## Responsible Sourcing and Supply continued

During the year, we participated in the EU's public consultation on the Initiative on Corporate Due Diligence and Sustainable Corporate Governance. We recognise the significance of this proposal as a vehicle to further advance responsible and ethical business conduct in our industry. The proposed directive is an opportunity to underpin the progress already made in the extractive sector on responsible sourcing and supply. We support a clear, transparent, consistent and practical approach for due diligence on companies that focus on addressing the material risks in metal and mineral supply chains.

Our supply chain and due diligence experts collaborated with a broad range of stakeholders in the Copper Mark's working group established to create the Joint Due Diligence Standard for copper, lead, nickel and zinc. This is the first due diligence standard covering base metals that seeks formal alignment with the OECD Due Diligence Guideline (OECD DDG). The Standard is recognised by the London Metal Exchange (LME) and will support our listed refiners and the broader industry to meet the LME new responsible sourcing requirements that come into force in 2022.

### Brexit

A key area of focus in 2020 was working on a smooth transition following Brexit, the United Kingdom's (UK) withdrawal from the European Union (EU). We tracked and responded to the regulatory developments for both jurisdictions and put in place appropriate processes to ensure we could continue to deliver an uninterrupted supply to both our UK and EU-based customers.

On 1 January 2021, the Brexit transition period ended and the UK formally left the EU. As a result, the UK is no longer part of the EU's customs union nor its Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) territory. We are working towards ensuring we comply with UK REACH requirements.

### Procurement of goods and services by our assets

We published our Supplier Standards (the Standards) in March 2019 and started to work with commodity department teams to embed the Standards into contracts and update tools and processes to reflect the enhanced due diligence expectations. We took a phased approach for Group-wide implementation as our business is diverse and different commodity departments and geographic regions experience varied risks within complex supply chains.

Some of our Australian assets require all new and renewing suppliers, as well as suppliers bidding in large procurement initiatives, to undertake a supplier self-assessment (SSA) against our Supplier Standards and 'know your customer' (KYC) process. The SSA aligns with the new Australian Modern Slavery legislation.

The SSA questionnaire evaluates each supplier against criteria defined by the Supplier Standards. The Vendor Management Team review the submitted questionnaire, sending any potential red flags to the appropriate department for investigation. The team then approve, reject, or approve with required remediating actions. A database hosts the questionnaire and any supporting documents, which supports the avoidance of multiple screenings of a supplier.

To date, this database contains approximately 3,100 unique supplier entries. There have only been three outright rejections and around 30 have required some form of remediation actions.

### Supply chain due diligence by our marketing teams

Our supply chain due diligence (SCDD) process reflects the values embedded in our Code of Conduct and identifies ethical, environmental and human rights risks in our supply chain. Our risk-based approach supports the identification, prevention and mitigation of potentially adverse impacts that could negatively affect people, environment or company reputation.

We use international tools for ethical and responsible business, as set out in our Supplier Standards, to help us evaluate the business practices of our suppliers.

We procure and purchase metals and minerals for processing at our own operations or for our trading activities that meet stakeholder expectations for responsible production. Cognisant of the challenges in the supply chain of minerals and metals, we perform risk-based due diligence aligned with the recommendations of the OECD DDG for Responsible Supply Chains of Minerals from Conflict Affected and High-Risk Areas and its five-step framework, as we recognise it is the most authoritative due diligence guidance in our industry.



## Responsible Sourcing and Supply continued

During the year, we launched an online platform to manage the collection of due diligence information and supplier assessment. The platform processes, tracks and archives relevant supplier communication and documentation, and is aligned with existing compliance processes to ensure efficiency of suppliers assessment.

As part of the risk identification process, we identify conflict-affected and high-risk areas (CAHRA), which we consider to constitute a red-flag. We determine CAHRA through using well-established indices that rank countries' performance in corruption, governance and human rights.

In 2020, we rolled out our SCDD process to two commodity departments' marketing teams and provided responsible sourcing training sessions to relevant employees involved in sourcing and trading of minerals and metals. We strengthened our internal organisational structures and formalised our internal responsible sourcing network in recognition of the need for close collaboration between our internal supply chain due diligence experts and commodity departments to implement our due diligence process throughout the Group.

While most of the cobalt we supply to the market is from our own operations, we also source some from a select group of third-party suppliers. Recognising the specific supply chain risks for cobalt, we prioritised rolling-out our enhanced due diligence process to our cobalt and nickel purchasing activities during 2020 and found no significant adverse human rights impacts.



### Our zero-tolerance approach to child labour

We are supporting our assets that produce LME listed brands to comply with the LME's new responsible sourcing requirements. The LME's approach aligns with the OECD DDG. We are on track to meet the LME's due diligence first reporting requirements for refineries by mid-2022.

## External engagement

During the year, we continued to engage with our internal and external stakeholders to drive the development of and alignment with practical, performance-driven responsible sourcing initiatives, standards and frameworks.

### Working with the Cobalt Institute

We work closely with the Cobalt Institute, chairing the Sustainability and Responsible Sourcing Working Group. We are continuing to work with the Cobalt Institute on its Cobalt Industry Responsible Assessment Framework (CIRAF). This framework strengthens the ability of cobalt producers and buyers to assess, mitigate and report on responsible production and sourcing risks in their operations and supply chain. The CIRAF also enables a more coherent and consistent approach to cobalt due diligence and reporting by the cobalt industry.



## Responsible Sourcing and Supply continued

### Engaging with our peers

We have strong relationships with a number of industry organisations, including the International Copper Association, RMI, LME, Eurometaux, and various industry associations of which we are members. Our participation in these organisations allow us to engage with our peers and downstream users of our products, as well as providing an opportunity to contribute to the development of industry standards.

During the year, we engaged on our approach for responsible production and sourcing, as well as its challenges and opportunities, at several multi-stakeholder forums. These included participating in the RMI's annual conference as a panellist to discuss progressive improvements of refiners in the cobalt supply chain.

Throughout the year, we continued to participate in the ICMM's Responsible Sourcing Working Group. This is an opportunity to engage with peers and to identify opportunities for a coordinated approach in demonstrating responsible supply chains.

### Regulatory compliance

We track regulatory developments with the potential to affect our products and their sourcing, production, transport/storage and marketing. Europe continues to have a strong regulatory focus on the production and use of metals. Many of the proposed solutions to deliver the energy transition and EU's Green Deal rely on utilising the metals we supply. Through our industry organisations, we are engaging in regulatory developments with a focus on strengthening health and environmental standards for our products and promoting their responsible use.

Recognising that regulatory proposals such as the EU's Battery Directive cut across multiple topics (responsible product management, recycling, climate change, etc), we established an internal responsible sourcing network. The network brings together subject matter experts from across Glencore and improves our management of potential and actual regulatory developments and evolving customer expectations.

## Next steps

- Continue to roll-out our supply chain due diligence to other commodity departments' marketing teams
- Ongoing engagement with suppliers
- Support assets and commodity departments to meet the LME's 2022 responsible sourcing requirements
- Successfully complete the RMI assessment at KCC





# Our People

Our employees and contractors are fundamental to our success. At Glencore, our people are at the heart of everything we do. We foster an environment where we support and encourage different backgrounds, cultures and beliefs.

## Workforce (employees and contractors)

**144,122** 

**2019:** 159,345

## Employee diversity (% female)

**16%** 

**2019:** 16%

## Senior manager<sup>1</sup> diversity (% female)

**13%** 

**2019:** 18%

## SDGs



<sup>1</sup> A senior manager as defined in section 414C of the UK Companies Act 2006 to include members of the management team and Glencore appointed directors on the boards of subsidiaries. This definition is only relevant to this data and does not apply to other references of 'senior management' that are included in this Sustainability Report.



### Read more

Further information on our people is available in our 2020 Annual Report and here

## Monitoring our culture and listening to our employees

We globally distributed our 2020 Employee Survey to our networked employees for the first time, inviting 30,000 employees from 35 countries to participate.

The survey measured the day-to-day employee experiences, their satisfaction with their roles and career development, as well as vitally important concepts such as safety and ethical behaviour – key elements that underpin our strategy and our reputation as a responsible and ethical operator. We measured employee engagement through an engagement score and benchmark this score across our businesses, against an external high-performance benchmark and against large-scale industrial businesses.

Our scores were very positive with employee engagement scoring 85% against our external benchmarks of 81%.

We facilitate engagement between our management team, Board and front-line workers.

The restrictions on travel during the year meant that a number of our non-executive directors engaged with our workforce via virtual town hall meetings. During these sessions, they took questions, listened and responded to the viewpoints and issues raised.

Ivan Glasenberg held a live-stream in December during which he also answered questions from employees, and talked about the Group's culture, articulating how it plays a central role in the Company's continued success.



## Our People

continued



### Our approach

We believe that diversity is essential to our business and prohibit discrimination on any basis. We do not tolerate any form of racial, sexual or workplace harassment. We protect and uphold fundamental human rights around the Group, with fairness, dignity and respect. We uphold the International Labour Organization Declaration on Fundamental Principles and Rights at Work. We recognise and uphold our people's rights to a safe workplace, freedom of association, collective representation, just compensation, job security and development opportunities.



### Our ambition

To be recognised as a top employer in all of our operating regions and to foster an environment that supports and encourages different backgrounds, cultures and beliefs.

## Performance

During the year, we have placed considerable emphasis on reinforcing both our Purpose and our Values throughout the organisation. To engage with approximately 145,000 employees and contractors across the business around these principles, we launched a Group-wide internal communications and employee engagement campaign in November 2020 – the biggest of its kind undertaken by the Company to date. The campaign aims to foster discussion about the Group's culture, further embed expectations and develop behaviours on how we do business in alignment with our Values.

The first phase focused on the ways our Purpose and Values shape our culture and explored what they mean to our people. The next phases will unpack the commitments and expectations of how we do business as laid out in our refreshed Code of Conduct.

To ensure that our people understand our expectations of them regardless of their location or function, the Purpose and Values phase of the campaign has been consistent in its high-level messaging but adapted where necessary to serve local needs and objectives, allowing for regional and cultural differences across our diverse operations.

In 2020, we reviewed and amended our Group Human Resources policies to ensure alignment to strategy and to strengthen consistency of application across the world. We are finalising two new Group policies, the Equality of Opportunity Policy, and the Diversity and Inclusion Policy.

The Equality of Opportunity Policy will set out our belief in, and commitment to, fairness and equality. The policy will make our expectations of high performance and individual contribution explicit, but will also provide details on how we ensure our processes are fair, transparent and free from unlawful discrimination. The policy will also provide a global commitment to mechanisms such as grievance processes to assist in resolving complex employee relations issues.

The Diversity and Inclusion Policy will set out our commitment to diversity of thought, our belief in constructive challenge and our desire to create an inclusive culture. It will provide a commitment to monitoring our demographic make-up, educating ourselves on issues of bias and equal pay for equal work in each of our companies.

## Highlights

- Responding to the Covid-19 pandemic
- Establishing a collaboration with the Institute for Management Development



## Our People

continued

### Risk management Protecting the welfare of our people

During the Covid-19 global pandemic, looking after the health of our people has been our top priority. In late January 2020, we established an Incident Management Team (IMT) that reports to our CEO and provides regular updates to the Board. The cross-functional IMT supported the development of a Group-wide Global Infectious Disease Response Plan, which provided the business guidance on key controls to implement and monitor. We implemented measures to limit the spread of the virus within our workforce and local communities.

We set up a global health advisory service, with input and expertise from medical experts at International SOS. The service provided up-to-date guidance on health protection measures and acted as a co-ordination point for collating statistics on infections at our operations worldwide. We held video webinars with medical experts and recordings distributed through the Group intranet in an effort to provide support and counter misinformation regarding the pandemic and health protection measures.

At our assets and offices around the world, we made comprehensive changes to how we work to reduce the number of people working on-site and introduced other measures to facilitate social distancing and the monitoring and recording of employees' health, in line with our Global Data Protection Policy. These included:

- **People** – providing guidance for assets and offices on travel restrictions, social distancing, hygiene matters, screening, quarantine protocols, camp management, remote working including employee assistance programmes and health advisory platforms
- **Tools** – resources to inform local response plans including Trigger Action Response Plans (TARP), a Global Infectious Disease Response Plan and advice notes on health controls, testing and restarting after periods on care and maintenance
- **Monitoring** – daily review and assessment of Covid-19 trends, government responses, the health of our people and the impact on our business
- **Business continuity** – measures to enable assets to continue to operate where possible

- **Care and maintenance measures** – if required then guidance for managing tailings facilities, pit slopes, underground operations and metallurgical facilities
- **Communications** – preparing consistent and informative updates to internal and external stakeholders

Further steps included asking vulnerable groups to self-declare to their local human resources function and continued working from home as required.

For many of the communities located where we operate, Covid-19 caused extraordinary socio-economic hardships. In April 2020, we launched a US\$25 million Glencore Community Support Fund as part of our commitment to protect the safety and health of the people in our host communities.

Further details on our responses to the pandemic is available in this Report, as well as at: [glencore.com/media-and-insights/Updates-regarding-COVID-19](https://www.glencore.com/media-and-insights/Updates-regarding-COVID-19)

Our Corporate Affairs teams coordinated regular and accurate multi-lingual communications, offering timely, consistent and transparent communications that inform, dispel myths and reassure our workforce.



## Our People continued

### Developing our talent pipeline

Attracting and developing entry-level graduate engineering talent is part of our wider set of talent initiatives, which also includes bursaries, summer vacation placements, internships and apprenticeship programmes.

The numbers of students choosing engineering and geological careers has declined in recent years in some geographies and our talent sourcing strategy focuses on school leaver and apprentice programmes alongside traditional graduate recruitment in many jurisdictions. It also includes direct engagement with educational institutions and active participation in collective industry efforts.

In Australia we are active in initiatives facilitated by the NSW Minerals Council. These include the Pathways to Resource Industry and Mining Employment (Prime), a two-year partnership between the Council and Regional Development Australia to implement industry-skilling and workforce development initiatives to enhance awareness of the mining industry and its career opportunities.

The Queensland Minerals and Energy Academy is a partnership between the Queensland Government and the Queensland Resources Council that provides a pipeline of employees into the resources sector.

In Switzerland, we employ around 15 apprentices as part of a partnership with BildX Zug.

During 2020, we entered into a relationship with the Institute for Management Development (IMD) in Switzerland to develop a comprehensive leadership development offering for our zinc business's general managers. The modular programme supports the communication of the zinc business's Industrial strategy, provides an opportunity to share best practice across the group and enable us to leverage IMD's expertise in technical and financial matters, while also equipping our leadership with the skills and competencies to manage the operational complexity and increasing ESG requirements applicable to their businesses.



**How we support  
our graduate  
recruits**

### Closure and Care and Maintenance

In March 2020, our Colombian coal asset, Grupo Prodeco, placed its two mines on care and maintenance (C&M) due to the Covid-19 pandemic. In June 2020, Prodeco applied for an extension of the C&M in order to allow for market recovery and to secure approvals to develop the mine further. In January 2021, the National Mining Agency (ANM) declined Prodeco's request.

Following the ANM's decision to decline Prodeco's request, Prodeco conducted another operational review to identify further cost efficiencies, given that the ANM expected prices to remain low in Prodeco's target markets. The conclusion of the review was no different to previous ones conducted by the business: it continues to remain uneconomic to recommence operations. Prodeco has commenced the process of handing its mining titles back to the Republic of Colombia through the ANM. The mines will remain on C&M until the formal process of relinquishment is completed.

Prodeco offered a voluntary redundancy plan (VPR) that allowed eligible employees to leave the business with a significantly more attractive package than that legally mandated. In addition to the VPR, Prodeco, in partnership with the Employment and Entrepreneurship Centre, offers an outplacement programme to former employees. Following their departure from Prodeco,

participants receive advice and support from the centre to support decisions on compensation packages, this includes investments in entrepreneurial initiatives or finding other employment opportunities.

One of the main objectives of Prodeco's social performance policy has been to work with its local communities and governments to avoid dependence on its operations. Since 2015, Prodeco has worked with the United Nations Development Programme (UNDP) to identify economic and labour alternatives for a post-mining period.

Through this work, Prodeco has supported several high impact social projects that generate employment for the region and develop economic alternatives beyond mining for the local communities. These include:

- Forest offset programmes, such as agro-forestry (cacao and coffee) projects, tourism and agricultural investments;
- Commercial fish-farming;
- Establishing an Entrepreneurial and Employment Centre (C-Emprende), which provides support to ex-employees and community members during the transition period to find new jobs and set up enterprises; and





## Our People continued

- Strengthening community and government infrastructure and institutions to prepare for the economic and social transition from a mining dependent economy to a more diverse one.

Further information is available [here](#)

In 2019, we announced that due to market conditions we were placing our Mutanda Mining asset on C&M.

Mutanda put in place a comprehensive C&M plan to manage the operation, which included making none of the Congolese workers redundant. For those employees not required as part of the C&M plan, Mutanda has arranged training on a broad range of topics, such as safety, operational activities, languages and computer skills.

Mutanda's emergency response team and hospital have remained operational and functioning as normal. Similarly, its security teams are at close to full complement and continue to protect the asset and its equipment.

## Industrial relations

We uphold the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights of Work. We recognise and uphold the rights of our colleagues to a safe workplace, freedom of association, collective representation, collective bargaining, just compensation, job security and development opportunities. We believe in managing union relationships locally, where issues are considered part of the responsibility of our local management teams.

During 2020, we experienced one instance of industrial action lasting longer than one week. The strike lasted for 15 days and took place at our Pasar operation in the Philippines during negotiations for the site's collective bargaining agreement, which was successfully signed. There were seven strikes lasting less than seven days.

## Next steps

- Finalise and roll-out our Equality of Opportunity and Diversity and Inclusion Policies
- Ongoing engagement with educational institutions and active participation in collective industry efforts to promote participation in engineering and geological careers



# Additional Information

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# Coal

We are a leading producer and exporter of bituminous thermal coal and an important producer of both premium hard and premium semi-soft coking coal. We supply customers from a wide range of industries and locations, including major utilities across three continents. We have interests in various operating coal mines in Australia, South Africa and Colombia.

KPIs	2020	2019	2018
Fatalities at managed operations	0	1	1
Lost time injury frequency rate (LTIFR) (per million hours worked)	0.90	0.99	1.39
Total recordable injury frequency rate (TRIFR) (per million hours worked)	2.16	2.09	2.65
New cases of occupational diseases	50	27	15
CO <sub>2</sub> e Scope 1 (million tonnes)	5.9	6.7	6.9
CO <sub>2</sub> Scope 2 – location based (million tonnes)	1.2	1.2	1.2
Total energy use (petajoules)	36	45	40
Water withdrawn (million m <sup>3</sup> )	114	114	102
Community investment spend (US\$ million)	6.7	7.9	6.2
Number of employees and contractors	19,146	24,835	23,826
Proportion of female employees (%)	16%	16%	16%

## Operating highlights

Coal production of 106.2 million tonnes was 33.3 million tonnes (24%) lower than in 2019, reflecting the impacts of the pandemic via stopped or reduced work periods in Colombia and South Africa, extended care and maintenance at Prodeco, plus market-related supply reductions in Australia in H2 2020.

## Own sourced coal production (mt)

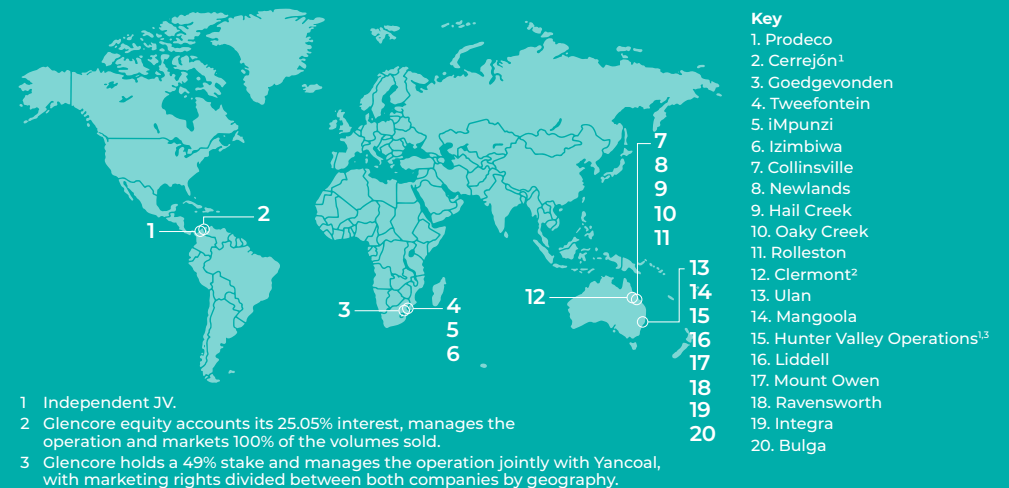
**106** 

2019: 140

## Marketing volumes sold Thermal and metallurgical coal (mt)

**68.4** 

2019: 93.2



# Copper

We mine and process copper ore and have a sizeable smelting and refining capacity. We have assets in the major copper-producing regions. We are one of the world's largest copper suppliers and third largest producer of mined copper. We are one of the largest producers of cobalt, a by-product from our DRC copper assets.

KPIs	2020	2019	2018
Fatalities at managed operations	1	9	4
Lost time injury frequency rate (LTIFR) (per million hours worked)	0.48	0.43	0.39
Total recordable injury frequency rate (TRIFR) (per million hours worked)	2.58	2.90	2.89
New cases of occupational diseases	45	63	7
CO <sub>2</sub> e Scope 1 (million tonnes)	1.3	1.6	1.7
CO <sub>2</sub> Scope 2 – location based (million tonnes)	1.6	1.5	1.7
Total energy use (petajoules)	38	40	44
Water withdrawn (million m <sup>3</sup> )	350	344	369
Community investment spend (US\$ million)	30.8	37.0	38.9
Number of employees and contractors	41,346	48,420	50,843
Proportion of female employees (%)	9%	9%	8%

## Operating highlights

Own sourced copper production of 1,258,100 tonnes was 113,100 tonnes (8%) lower than 2019, mainly reflecting Mutanda being on care and maintenance in 2020 (partly offset by Katanga's successful ramp-up), with Covid-19 related suspensions being a much smaller factor.

## Own sourced copper production (mt)

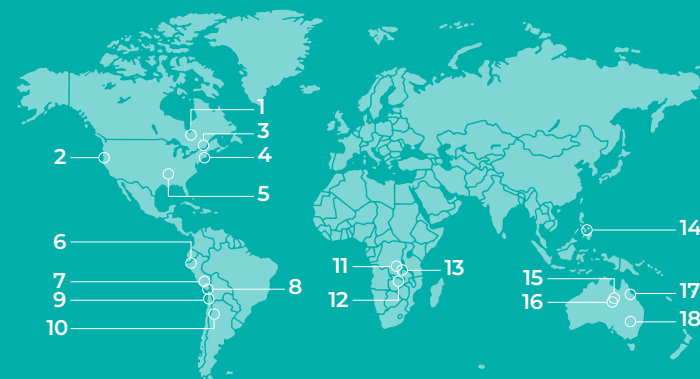
**1,258** 

2019: 1,371

## Copper metal and concentrates marketing volumes sold (mt)

**3.4** 

2019: 4.1



### Key

1. Horne smelter
2. San José Recycling
3. CCR refinery
4. Rhode Island Recycling
5. Blue Oak Recycling
6. Antamina<sup>1</sup>
7. Antapaccay
8. Collahuasi<sup>1</sup>
9. Lomas Bayas
10. Altonorte
11. Katanga
12. Mopani
13. Mutanda
14. Pasar
15. Ernest Henry Mining
16. Mount Isa Mines
17. CSA mine
18. Townsville Copper refinery

<sup>1</sup> Independent JV



# Ferroalloys

We deal in bulk and noble ferroalloys. We are one of the world's largest integrated producers of ferrochrome and primary vanadium.

KPIs	2020	2019	2018
Fatalities at managed operations	1	1	1
Lost time injury frequency rate (LTIFR) (per million hours worked)	1.76	1.50	1.18
Total recordable injury frequency rate (TRIFR) (per million hours worked)	3.90	2.91	3.09
New cases of occupational diseases	1	2	1
CO <sub>2</sub> e Scope 1 (million tonnes)	3.0	4.1	4.4
CO <sub>2</sub> Scope 2 – location based (million tonnes)	4.1	5.7	6.3
Total energy use (petajoules)	22	29	31
Water withdrawn (million m <sup>3</sup> )	10	12	12
Community investment spend (US\$ million)	4.4	6.1	10.2
Number of employees and contractors	14,205	16,708	16,876
Proportion of female employees (%)	18%	18%	17%

## Operating highlights

Attributable ferrochrome production of 1,029,000 tonnes was 409,000 tonnes (28%) lower than 2019, reflecting the South African lockdown and resulting suspension of smelting operations in Q2, with a phased restart thereafter. Lydenburg smelter has been placed on extended care and maintenance. The remaining four smelters were fully operational from Q4, resulting in materially higher quarter on quarter production.

Own sourced ferrochrome (kt)

**1,029** 

2019: 1,438

Ferroalloys marketing volumes sold (mt)

**8.5** 

2019: 9.5



### Key

1. Rhovan Vanadium
2. Boshhoek smelter
3. Boshhoek mine
4. Rietvly mine
5. Rustenburg smelter
6. Waterval mine
7. Kroondal mine
8. Wonderkop smelter
9. Charteck
10. Lion smelter
11. Thorncliffe mine
12. Lydenburg smelter
13. Helena mine
14. Magareng mine

# Nickel

We are a leading global nickel producer and trader. We deal in metal, concentrates, intermediates and ferronickel, as well as producing associated by-products such as copper, cobalt, precious metals and platinum metals.

KPIs	2020	2019	2018
Fatalities at managed operations	0	0	0
Lost time injury frequency rate (LTIFR) (per million hours worked)	1.15	1.32	0.94
Total recordable injury frequency rate (TRIFR) (per million hours worked)	3.52	4.27	4.98
New cases of occupational diseases	0	0	0
CO <sub>2</sub> e Scope 1 (million tonnes)	2.6	2.9	2.8
CO <sub>2</sub> Scope 2 – location based (million tonnes)	0.04	0.05	0.06
Total energy use (petajoules)	31	33	32
Water withdrawn (million m <sup>3</sup> )	126	116	123
Community investment spend (US\$ million)	1.9	2.3	2.0
Number of employees and contractors	7,882	7,668	6,957
Proportion of female employees (%)	17%	17%	16%

## Operating highlights

Own sourced nickel production of 110,200 tonnes was 10,400 tonnes (9%) lower than 2019, reflecting Koniambo operating as a single-line operation for the majority of 2020, with Covid-related mobility restrictions affecting its maintenance schedule. The expected decline in grades at the existing Sudbury mines (INO) also contributed.

## Own sourced nickel production (kt)

**110** 

2019: 120.6

## Nickel marketing volumes sold (mt)

**149** 

2019: 181



# Oil

We source and trade crude oil and oil products and have additional interests in oil and gas production sharing contracts. We also operate and have joint venture interests in storage, transportation and fuels distribution infrastructure as well as operate an oil refinery and lubricants manufacturing plant.

KPIs	2020	2019	2018
Fatalities at managed operations	2	0	0
Lost time injury frequency rate (LTIFR) (per million hours worked)	0.65	0.20	1.35
Total recordable injury frequency rate (TRIFR) (per million hours worked)	1.24	1.33	2.16
New cases of occupational diseases	0	0	0
CO <sub>2</sub> e Scope 1 (million tonnes)	0.228	0.983	1.049
CO <sub>2</sub> Scope 2 – location based (million tonnes)	0.0317	0.1089	0.0004
Total energy use (petajoules)	2	11	10
Water withdrawn (million m <sup>3</sup> )	1.0	1.6	0.2
Community investment spend (US\$ million)	1.2	0.1	0.2
Number of employees and contractors	5,056	4,479	1,331
Proportion of female employees (%)	29%	26%	9%

## Operating highlights

Entitlement interest oil production of 3.9 million barrels was 1.6 million barrels (29%) lower than 2019. Operated fields in Chad were placed on care and maintenance in March/April 2020 and are yet to be restarted, given continued pandemic-related challenges in international mobility (2.3 million barrels decrease). The balance reflects year-over-year production increases in Equatorial Guinea and Cameroon since new wells were drilled.

Own sourced oil  
(mbbl)

**3.9** 

2019: 5.5

Crude oil and oil products  
marketing volumes sold  
(mbbl)

**1,529** 

2019: 1,752



### Key

1. Chemoil Terminals, Carson
2. Chemoil Terminals, Long Beach
3. Chemoil Energy
4. Asfaltos Mesoamericanos
5. Ale Combustíveis
6. XStorage, Ramallo
7. Chad oil assets (Mangara and Badila)
8. XStorage, Beira
9. Astron Energy South Africa and Botswana

\* Non-operated JV and equity share assets are not shown

# Zinc

We are one of the world's largest zinc miners and producers. Our assets include underground and surface mines, smelters, refineries, concentrators, hydroelectric facilities and warehousing. We trade in zinc and lead concentrates and valuable by-products such as sulphuric acid. We also deal in gold and silver as by-products of zinc mining and copper.

KPI's	2020	2019	2019
Fatalities at managed operations	4	5	7
Lost time injury frequency rate (LTIFR) (per million hours worked)	1.21	1.46	1.44
Total recordable injury frequency rate (TRIFR) (per million hours worked)	2.79	3.31	3.58
New cases of occupational diseases	15	14	9
CO <sub>2</sub> e Scope 1 (million tonnes)	2.0	2.0	2.0
CO <sub>2</sub> Scope 2 – location based (million tonnes)	2.4	2.5	2.5
Total energy use (petajoules)	50	52	51
Water withdrawn (million m <sup>3</sup> )	425	428	415
Community investment spend (US\$ million)	49.9	36.9	37.9
Number of employees and contractors	52,119	52,718	54,298
Proportion of female employees (%)	16%	16%	17%

## Operating highlights

Own sourced zinc production of 1,170,400 tonnes was 92,900 tonnes (9%) higher than 2019, mainly reflecting: higher zinc content from Antamina (40,000 tonnes); improved output from the Mount Isa operations (27,800 tonnes); and the net positive effect of 18,700 tonnes from other South American assets, owing to restarting the short-life Iscaycruz mine in Peru, offset by Covid-related suspensions and shutdowns.

## Own sourced zinc production (kt)

**1,170** 

2019: 1,078

## Zinc metal and concentrates marketing volumes sold (mt)

**2.8** 

2019: 3.1





# Environmental, Social and Governance data

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## Environmental, Social and Governance data 2020

GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
<b>STANDARD DISCLOSURES</b>									
<b>Organisational profile</b>									
GRI 102	102-1	Name of the organisation	Glencore plc						
GRI 102	102-2	a. A description of the organisation's activities. b. Primary brands, products, and services, including an explanation of any products or services that are banned in certain markets.	Glencore SR: At a glance (p. 2) Glencore AR: Our business – At a glance (p. 3) Business model (pp. 8-9), Glencore website: Who we are						
GRI 102	102-3	Location of organisation's headquarters	Baarermattstrasse 3 CH-6340 Baar Switzerland						
GRI 102	102-4	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	Glencore SR: At a glance (p. 2) Glencore AR: Our business – At a glance (p. 3) Business model (pp. 8-9), Glencore website: Who we are						
GRI 102	102-5	Nature of ownership and legal form	Glencore AR: Shareholder information (p. 243)						
GRI 102	102-6	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)	Glencore SR: At a glance (p. 2) Glencore AR: Our business – At a glance (p. 3) Business model (pp. 8-9), Glencore website: Who we are						
GRI 102	102-7	Scale of the reporting organisation, including: number of employees, net sales, total capitalisation, and quantity of products provided	Glencore SR: At a glance (p. 2) Glencore AR: Financial statement (pp. 117–217), Production by quarter (pp. 228–234)					EM-MM-000.B Total number of employees, percentage contractors / EM-MM-000.A Production of (1) metal ores and (2) finished metal products	

## Key

\*Independently assured by Deloitte LLP for 2020  
n/a = not applicable

For all references to the SR, go to [www.glencore.com/sustainability/reports-and-presentations](http://www.glencore.com/sustainability/reports-and-presentations)



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
GRI 102 102-8	Information on the organisation's workforce	Glencore SR: Our people (p. 72)						EM-MM-000.B Total number of employees, percentage contractors	All numbers represent data as at 31/12/2020
	Total Workforce	Total workforce	158,508	159,345	<b>144,122</b>				
		Total employees	86,621	89,092	<b>87,822</b>				
		Total contractors	71,887	70,253	<b>56,300</b>				
	Employee breakdown by role type	Executive/senior/middle management (%)	4%	4%	<b>4%</b>				
		Supervisors/administrators/technical (%)	27%	26%	<b>25%</b>				
		Operational/production/maintenance/security (%)	69%	70%	<b>71%</b>				
	Employee breakdown by employment type	Full-time Employees	85,000	87,704	<b>86,109</b>				
		Part-time Employees	995	1,083	<b>1,202</b>				
		Employees – casual	626	305	<b>511</b>				
GRI 102 102-9	Describe the organisation's supply chain including its main elements as they relate to the organisation's activities, primary brands, products, and services	Permanent (%)	94%	94%	<b>94%</b>			5,8	
		Temporary (%)	6%	6%	<b>6%</b>				
GRI 102 102-10	Significant changes during the reporting periods regarding size, structure, ownership or its supply chain, including the location of or changes in operations, including facility openings, closings and expansions; changes in the share capital structure and other capital formation, maintenance and alteration operations; and changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination	Glencore SR: Chief Executive Officer's review (p. 6-7), Glencore AR: Chief Executive Officer's review (pp. 2-4), Financial review (pp. 44-49)							



GRI standard/ Disclosure number		Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
GRI 102	102-11	Explanation of whether and how the precautionary approach or principle is addressed by the organisation	Glencore SR: Sustainability governance (pp. 9-11) ESG A-Z: Governance				7	1,2		
GRI 102	102-12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses	Glencore SR: ICMM performance expectations (p. 12), Stakeholder engagement (pp. 13-15), About this report (p. 16), Human rights (pp. 49-57), Responsible citizenship (pp. 58-66), Responsible sourcing and supply (pp. 67-71), ESG A-Z: Governance				1,3,4, 5,6,10	1, 2		In 2014 we signed up to the United Nations Global Compact and became a member of the International Council on Mining & Metals (ICMM). In 2015, Glencore joined the Plenary Group of the Voluntary Principles on Security and Human Rights Initiative. For further initiatives refer to the provided references.
GRI 102	102-13	Main memberships of industry or other associations, and national or international advocacy organisations	Glencore website: Appendix Two – Industry organisations of 'Review of our industry organisations' positions on climate change 2020'					1		
Strategy										
GRI 102	102-14	Statement from the most senior decision maker in the organisation about the relevance of sustainability to the organisation and the organisation's strategy for addressing sustainability.	Glencore SR: Chief Executive Officer's review (p. 6-7)					2		
GRI 102	102-15	Description of key impacts, risks and opportunities	Glencore SR: Material topics (pp. 17-18) Glencore AR: Our strategy for a sustainable future (pp. 10-13), Risk management (pp. 70-84)					2, 4		





GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
Ethics and Integrity									
GRI 102 102-16	Organisation's values, principles, standards, norms of behaviours such as codes of conduct and codes of ethics	ESG A-Z: Ethics Glencore SR: Sustainability governance (pp. 9-11) Glencore AR: Our strategy for a sustainable future (pp. 10-13) Ethics and compliance (pp. 38-43) Glencore website: Code of Conduct Our Values				1,2,3, 4,5,6, 7,10	1, 2,3	EM-MM-510a.1 Description of the management system for prevention of corruption and bribery throughout the value chain	
GRI 102 102-17	Internal and external mechanisms for (i) seeking advice about ethical and lawful behaviour, and organisational integrity; (ii) reporting concerns about unethical or unlawful behaviour, and organisational integrity	Glencore AR: Ethics and Compliance (pp. 38-43) Glencore website: Code of Conduct				1,2,3, 4,5,6, 7,10	1, 2, 3		
Governance									
GRI 102 102-18	Governance structure of the organisation, including committees of the highest governance body; committees responsible for decision-making on economic, environmental, and social topics	ESG A-Z: Governance Glencore SR: Sustainability governance (p. 9-11) Glencore AR: Corporate governance (pp. 85-116)					1		
GRI 102 102-19	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees	Glencore SR: Sustainability governance (pp. 9-11) Glencore AR: Corporate governance (pp. 85-116)					1		



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
GRI 102 102-20	Whether the organisation has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body	Glencore SR: Sustainability governance (pp. 9-11) Glencore AR: Corporate governance (pp. 85-116)				1,2,3,4,5, 6,7,10	1		
GRI 102 102-21	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body	Glencore AR: Corporate governance (pp. 85-116) Glencore website: Board committees: glencore.com/ who-we-are/governance				1,2,3, 4,5,6, 7,10	1		
GRI 102 102-22	Composition of the highest governance body and its committees	Glencore AR: Corporate governance (pp. 85-116) Glencore website: Board committees: glencore.com/ who-we-are/governance					1		
GRI 102 102-23	Whether the Chair of the highest governance body is also an executive officer	Glencore AR: Corporate governance (pp. 85-116) Glencore website: Board committees: glencore.com/ who-we-are/governance					1		
GRI 102 102-24	Nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members	Glencore AR: Corporate governance (pp. 85-116)					1		
GRI 102 102-25	Processes for the highest governance body to ensure conflicts of interest are avoided and managed	Glencore AR: Corporate governance (pp. 85-116)					1		



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
GRI 102 102-26	Highest governance body's and senior executives' roles in the development, approval, and updating of the organisation's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts	Glencore AR: Corporate governance (pp. 85-116)				1,2,3,4,5, 6,7,10	1		
GRI 102 102-27	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics	Glencore AR: Corporate governance (pp. 85-116)				1,2,3,4,5, 6,7,10	1		
GRI 102 102-28	Processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics	Glencore AR: Corporate governance (pp. 85-116)				1,2,3,4,5, 6,7,10	1		
GRI 102 102-29	Highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities	Glencore SR: Material topics (pp. 17-18) Glencore AR: Corporate governance (pp. 85-116)				1,2,3,4,5, 6,7,10	1		
GRI 102 102-30	Highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic, environmental and social topics	Glencore AR: Corporate governance (pp. 85-116)				1,2,3,4,5, 6,7,10	1		
GRI 102 102-31	Frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.	Glencore AR: Risk management (pp. 70-84), Corporate governance (pp. 85-116)				1,2,3,4,5, 6,7,10	1		



GRI standard/ Disclosure number		Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
GRI 102	102-32	Highest committee or position that formally reviews and approves the organisation's sustainability report and ensures that all material aspects are covered	Glencore AR: Corporate governance (pp. 85-116)					1		
GRI 102	102-33	Process for communicating critical concerns to the highest governance body	Glencore AR: Corporate governance (pp. 85-116)				1,2,3,4,5, 6,7,10	1		
GRI 102	102-34	Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them	Glencore AR: Corporate governance (pp. 85-116)				1,2,3,4,5, 6,7,10	1		
GRI 102	102-35	Remuneration policies for the highest governance body and senior executives; and how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives	Glencore AR: Directors' remuneration report (pp. 100-111)				1,2,3,4,5, 6,7,10	1		
GRI 102	102-36	Report the process for determining remuneration	Glencore AR: Directors' remuneration report (pp. 100-111)					1		
GRI 102	102-37	Indicate how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable	Glencore AR: Directors' remuneration report (pp. 100-111)					1		





GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
Stakeholder Engagement									
GRI 102 102-40	List of stakeholder groups engaged by the organisation	ESG A-Z: Stakeholder engagement Glencore SR: Stakeholder engagement (pp. 13-15) Glencore AR: Section 172 statement and stakeholder engagement (pp. 24-26)				3	10		
GRI 102 102-41	Report the percentage of total employees covered by collective bargaining agreements	Percentage of employees covered by collective bargaining agreement	74%	71%	<b>73%</b>	3	3		
GRI 102 102-42	Basis for identification and selection of stakeholders with whom to engage	ESG A-Z: Stakeholder engagement Glencore SR: Sustainability governance (pp. 9-11), Stakeholder engagement (pp. 13-15) Glencore AR: Section 172 statement and stakeholder engagement (pp. 24-26)				3	10		Gathered internally but not reported externally.
GRI 102 102-43	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process	ESG A-Z: Stakeholder engagement Glencore SR: Sustainability governance (pp. 9-11), Stakeholder engagement (pp. 13-15) Glencore AR: Section 172 statement and stakeholder engagement (pp. 24-26)							We engage with all stakeholder groups, at corporate, regional and local levels, to build meaningful relationships and understand their expectations and aspirations. We have fed our understanding of the topics of interest taken from this engagement into our materiality processes, to establish the areas of focus for our sustainability strategic review and the information we disclose in our sustainability reporting.



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
GRI 102 102-44	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting, and report on the stakeholder groups that raised each of the key topics and concerns	Glencore SR: Stakeholder engagement (pp. 13-15), Material topics (pp. 17-18) Other: Climate Report 2020: Pathway to Net Zero				1,2,3,4,5, 6,7,10	10		
Reporting Practice									
GRI 102 102-45	Entities included in the organisation's consolidated financial statements	Glencore AR: Financial review (pp. 44-48), Principal operating, finance and industrial subsidiaries and investments (pp. 215-217)							
GRI 102 102-46	Process for defining report content and the Aspect Boundaries and how the organisation has implemented the Reporting Principles for Defining Report Content	Glencore SR: Sustainability governance (pp. 9-11), Stakeholder engagement (pp. 13-15), About this report (p. 16), Material topics (pp. 17-18)					10		
GRI 102 102-47	Material topics identified in the process for defining report content	Glencore SR: Material topics (pp. 17-18)					2, 10		
GRI 102 102-48	Explanation of the effect of any restatements of information provided in earlier reports, and the reasons for such restatement	Glencore SR: About this report (p. 16)							The effects of restatements are not reported externally unless the data was previously subject to assurance by third parties.
GRI 102 102-49	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	Glencore SR: About this report (p. 16)					2, 10		The 'About this report' and the 'glossary' sections of the Sustainability Report provide information on indicator definitions and reporting boundaries and, if applicable, material changes compared to last year.



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
Report Profile									
GRI 102	102-50	Reporting period for information provided					10		
GRI 102	102-51	Date of most recent previous report							
GRI 102	102-52	Reporting cycle					10		
GRI 102	102-53	Contact point for questions regarding the report or its contents					10		
GRI 102	102-54	The claim made, if the report has been prepared in accordance with the GRI Standards					10		
GRI 102	102-55	GRI content index, which specifies each of the GRI Standards used and lists all disclosures included in the report							
GRI 102	102-56	a. A description of the organisation's policy and current practice with regard to seeking external assurance for the report							
Management Approach									
GRI 103	103-1-a	Explanation of the material topic and its Boundary					2, 10		
GRI 103	103-1-b/c	b. The Boundary for the material topic including a description of where the impacts occur; the organisation's involvement with the impacts c. Any specific limitation regarding the topic Boundary					2, 10		



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
GRI 103 103-2	The management approach and its components	Glencore SR: Introduction to each material topic chapter (pp. 17-76)							
GRI 103 103-3	Evaluation of the management approach	Glencore SR: Introduction to each material topic chapter (pp. 17-76)							

## SPECIFIC STANDARD DISCLOSURES

## ECONOMIC

## Economic Performance

GRI 201 201-DMA	Disclosure on Management Approach	ESG A-Z: Communities Glencore SR: Responsible citizenship (pp. 58-66)					9		
GRI 201 201-1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings and payments to capital providers and to governments	ESG A-Z: Communities Glencore SR: Responsible citizenship (pp. 58-66) Other: 2020 Payments to Governments Report				10	9		We do not currently collect data on payments to local communities as part of land use.
		Total amount of payments to governments (US\$ million)	5,739	7,674	5,794*		9		Data excludes VAT. Responsible citizenship (pp. 55-63)
		Total amount of community investments (US\$ million)	95	90	95		9		Responsible citizenship (pp. 55-63)





GRI standard/ Disclosure number		Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
GRI 201	201-2	Financial implications, other risks and opportunities for the organisation's activities due to climate change	Glencore SR: Climate change and energy (pp. 30-35) Glencore AR: Climate change (pp. 16-21), Risk management (pp. 82-83) Other: Climate Report 2020: Pathway to Net Zero				9	4, 9	EM-MM-110a.1 Gross global Scope 1 emissions, percentage covered under emissions-limiting regulation/ EM-MM-110a.2 Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Climate change-related financial implications and other risks and opportunities that may affect our business are disclosed in our standalone report Climate Report 2020: Pathway to Net Zero. A cross-reference table to the Task Force on Climate-related Financial Disclosures (TCFD) is presented on page 21 of the Glencore AR.
GRI 201	201-3	Coverage of the organisation's defined benefit plan obligations	Glencore AR: Note 23 to the financial statements (pp. 188-193)				9	4, 9		
Market Presence										
GRI 202	202-DMA	Disclosure on Management Approach	ESG A-Z: Communities, Our people Glencore SR: Material topics (pp. 17-18), Our people (pp. 72-76)					9		



GRI standard/ Disclosure number		Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
GRI 202	202-2	Proportion of senior management and workforce hired from the local community at significant locations of operation	Glencore SR: Responsible citizenship (pp. 58-66) Other: Social Performance Policy					9		In 2020, 96% of our workforce were local to the countries in which we operate, as were 83% of our managers. No additional senior manager information is available.
Indirect Economic Impacts										
GRI 203	203-DMA	Disclosure on Management Approach	ESG A-Z: Communities Glencore SR: Material topics (pp. 17-18), Responsible citizenship (pp. 58-66)					9		
GRI 203	203-1	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind or pro-bono engagement	Glencore SR: Responsible citizenship (pp. 58-66)					9		Our socio-economic contribution scorecard focuses on understanding the tangible results of our investments. Over time, the data collected will show how our development activities affect local economies.
GRI 203	203-2	Significant indirect economic impacts, including the extent of the impacts	Glencore SR: Responsible citizenship (pp. 58-66)					9		
Procurement Practices										
GRI 204	204-DMA	Disclosure on Management Approach	ESG A-Z: Communities Glencore SR: Responsible citizenship (pp. 58-66), Responsible Sourcing and Supply (pp. 67-71)					2		
GRI 204	204-1	Proportion of spending on local suppliers at significant locations of operation	Percentage of total spend with local suppliers (%)	74%	75%	80%		2		This indicator only covers procurement at industrial assets. The definition of local means suppliers and contractors local to the country in which the procuring asset operates.



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
Anti-corruption									
GRI 205 205-DMA	Disclosure on Management Approach	ESG A-Z: Ethics Glencore AR: Our strategy for a sustainable future (pp. 10-15) Our people (pp. 27-31) Ethics and compliance (pp. 38-43) Other: Global Anti-Corruption Policy				10		EM-MM-510a.1 Description of the management system for prevention of corruption and bribery throughout the value chain	
GRI 205 205-1	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	ESG A-Z: Ethics Glencore AR: Our strategy for a sustainable future (pp. 10-15) Our people (pp. 27-31) Ethics and compliance (pp. 38-43) Other: Global Anti-Corruption Policy				10	1		Detailed data is tracked and monitored for internal use only (due to confidentiality constraints).
GRI 205 205-2	Communication and training on anti-corruption policies and procedures	Glencore AR: Our people (pp. 27-31)				10	1		
GRI 205 205-3	Confirmed incidents of corruption and actions taken	ESG A-Z: Ethics Glencore AR: Our strategy for a sustainable future (pp. 10-15) Our people (pp. 27-31) Ethics and compliance (pp. 38-43) Other: Global Anti-Corruption Policy				10	1		Any cases of misconduct, including the giving or receiving of gifts, entertainment, incentives or any other financial advantage in return for improper performance of the recipient's function (corruption), are taken very seriously and disciplinary action is taken in accordance with internal policies. Due to possible confidentiality restraints and/or the possibility that an incident may be connected to an ongoing or related internal review or investigation, we do not report this data publicly



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
Tax									
GRI 207	207-1	Approach to tax	Glencore's Group Tax Policy: <a href="http://glencore.com/group-tax-policy">glencore.com/group-tax-policy</a> (p. 3); and Glencore's Payments to Governments report: <a href="http://glencore.com/payments-to-governments-report">glencore.com/payments-to-governments-report</a> (p. 38)						
	207-2	Tax governance, control, and risk management	Glencore's Group Tax Policy: <a href="http://glencore.com/group-tax-policy">glencore.com/group-tax-policy</a> (p. 4)						
	207-3	Stakeholder engagement and management of concerns related to tax	Glencore's Group Tax Policy: <a href="http://glencore.com/group-tax-policy">glencore.com/group-tax-policy</a> (p. 3)						
	207-4	Country-by-country reporting	Glencore's Payments to Governments report: <a href="http://glencore.com/payments-to-governments-report">glencore.com/payments-to-governments-report</a>						We comply with all legal requirements in accordance with OECD BEPS Action 13

## ENVIRONMENTAL

## Materials

GRI 301	301-DMA	Disclosure on Management Approach	ESG A-Z: Environment				7,8	6	
GRI 301	301-1	Materials used by weight or volume	Materials used by weight (million tonnes)	303	322	<b>295</b>	8	6, 8	Data reflects the total quantity of input, raw and process materials. Other data are tracked internally but are not reported externally.
GRI 301	301-2	Percentage of materials used that are recycled input materials	Secondary materials and recyclable wastes, ie scrap (%)	0.8%	0.3%	<b>0.3%</b>	8,9	6,8	





GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
Energy									
GRI 302	302-DMA	Disclosure on Management Approach	ESG A-Z: Climate Change Glencore SR: Material topics (pp. 17-18), Climate change and energy (pp. 30-35), Glencore AR: Our strategy for a sustainable future (pp. 10-15), Climate Change (pp. 16-21) Other: Climate Report 2020: Pathway to Net Zero			7,8	6		
GRI 302	302-1	Energy consumption within the organisation	Direct Energy (PJ)	120	125	<b>103*</b>			EM-MM-130a.1 (1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable
			– Coal (%)	16%	19%	<b>19%</b>	6		
			– Natural gas & Coal seam gas (%)	10%	10%	<b>12%</b>	6		
			– Mineral oil (%)	65%	60%	<b>58%</b>	6		
			– Renewable (hydropower etc) (%)	9%	9%	<b>11%</b>	6		
			– Other sources (%)	1%	1%	<b>1%</b>	6		
			Direct energy by commodity (PJ)	120	125	<b>103</b>	6		
			– Aluminium	0	0	<b>0</b>	6		
			– Coal	35	40	<b>31</b>	6		
			– Copper	19	18	<b>16</b>	6		
			– Ferroalloys	6	6	<b>5</b>	6		
			– Iron ore	–	–	<b>–</b>	6		
			– Nickel	27	28	<b>26</b>	6		
			– Oil	10	10	<b>2</b>	6		
			– Zinc	23	24	<b>22</b>	6		



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
		Direct energy by region (PJ)	120	125	<b>103</b>		6	EM-MM-130a.1	
		– Africa	17	25	<b>16</b>		6	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	
		– Asia	16	15	<b>15</b>		6		
		– Australia	48	54	<b>52</b>		6		
		– Europe	1	1	<b>1</b>		6		
		– North America	8	8	<b>7</b>		6		
		– South / Latin America	30	22	<b>12</b>		6		
		Purchased electricity (PJ)	88	85	<b>77</b>		6		
		– Non-renewable (%)	85%	81%	<b>83%</b>		6		
		– Renewable energy (%)	15%	19%	<b>17%</b>		6		This includes electricity purchased in low carbon grids (with a country-wide grid emission factor of 25 gr CO <sub>2</sub> per kWh or less).
		Purchased energy by commodity (PJ)	88	85	<b>77</b>		6		
		– Aluminium	–	–	–		6		
		– Coal	5	5	<b>5</b>		6		
		– Copper	25	23	<b>23</b>		6		
		– Ferroalloys	25	23	<b>17</b>		6		
		– Iron ore	–	–	–		6		
		– Nickel	5	5	<b>5</b>		6		
		– Oil	0.002	0.4	<b>0.1</b>		6		
		– Zinc	28	28	<b>28</b>		6		
		Purchased energy by region (PJ)	88	85	<b>77</b>		6		
		– Africa	36	33	<b>26</b>		6		



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
		– Asia	7	6	<b>7</b>		6	EM-MM-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable
		– Australia	11	11	<b>11</b>		6		
		– Europe	14	14	<b>14</b>		6		
		– North America	10	11	<b>10</b>		6		
		– South / Latin America	11	9	<b>9</b>		6		
		Renewable energy share of total energy usage (%)	12%	13%	<b>13%</b>		6		This is based upon Glencore's own renewable energy generation and from electricity purchased in low-carbon grids (those with a countrywide grid emission factor of 25 gr CO <sub>2</sub> per kWh or less). Prior reported percentages have been restated following an update of country grid emission factors by the IEA for 2018 and onwards.
		Renewable electricity share of total electricity usage (%)	23%	27%	<b>25%</b>		6		This is based upon Glencore's own renewable electricity generation and from electricity purchased in low-carbon grids (those with a countrywide grid emission factor of 25 gr CO <sub>2</sub> per kWh or less), minus renewable electricity sold, divided by total electricity consumed.
302-3	Energy intensity	Percentage of operational spend on energy	10 - 15%	10 - 15%	<b>&lt; 10%</b>		6		This range reflects the total spend on energy as a ratio to total operational spend at industrial assets.



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
Water and effluents									
GRI 303 303-DMA	Disclosure on Management Approach	ESG A-Z: Water Glencore SR:				7,8	6	EM-MM-140a.1	
GRI 303 303-1	Interactions with water as a shared resource	Material topics (pp. 17-18), Water (pp. 36-41) Glencore AR:				7,8	6	(1) Total fresh water withdrawn, (2) total fresh water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	
	Water stress and water risk exposure – Proportion of sites situated in water stressed areas	Key performance indicators (p. 23) Sustainability (pp. 32-37) Other Glencore Water Report 2019 Water microsite on our homepage	n/a	32%	<b>32%</b>	7,8	6		Water stressed areas are regions of high or extremely high water stress or that are classified as arid & low water use according to the WRI's Aqueduct Water Risk Atlas. A breakdown of our water withdrawals, discharges and consumption on a country level and river basin level can be found on our water microsite.
GRI 303 303-2	Management of water discharge-related impacts					7,8	6		We treat water prior to discharge in compliance with regulatory approvals, permits and licenses.





GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
GRI 303 303-3	Total water withdrawal	Total water withdrawal (million m <sup>3</sup> )	1,020	1,017	<b>1,027*</b>			6	<p>EM-MM-140a.1 (1) Total fresh water withdrawn, (2) total fresh water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress</p> <p>The small year-on-year increase in withdrawn water is primarily due to the calculation methodology improvements implemented at a smelter operation that utilises seawater for cooling purposes.</p> <p>We also restated 2019 data to amend the double-counting of water supplied to a local community by our KCC asset in the DRC, as well as to reflect water reporting improvements by Cerro de Pasco in Peru.</p> <p>Further breakdowns of our water withdrawal are presented in the Glencore Water Report 2019 and on the Water microsite on our homepage.</p> <p>Water quality categories are reported using ICMM water quality categories (high and low water quality) which do not align with GRI water quality categories. ICMM categories are defined for the mining and minerals sector; and are based on a range of physical-chemical-biological water characteristics appropriate to the local context (see ICMM Guidance Section 2.4.3).</p> <p>Water entrained in ore is currently not included in our total water withdrawal.</p>
		Surface Water (million m <sup>3</sup> )	198	208	<b>193</b>			6	
		<i>Freshwater (million m<sup>3</sup>)</i>	n/a	88	<b>76</b>			6	
		<i>Other water (million m<sup>3</sup>)</i>	n/a	120	<b>116</b>			6	
		Sea water (million m <sup>3</sup> )	148	147	<b>170</b>			6	
		<i>Freshwater (million m<sup>3</sup>)</i>	n/a	50	<b>49</b>			6	
		<i>Other water (million m<sup>3</sup>)</i>	n/a	97	<b>121</b>			6	
		Groundwater (million m <sup>3</sup> )	396	368	<b>349</b>			6	
		<i>Freshwater (million m<sup>3</sup>)</i>	n/a	68	<b>64</b>			6	
		<i>Other water (million m<sup>3</sup>)</i>	n/a	300	<b>285</b>			6	
		Rainwater (million m <sup>3</sup> )	173	176	<b>200</b>			6	
		<i>Freshwater (million m<sup>3</sup>)</i>	n/a	24	<b>21</b>			6	
		<i>Other water (million m<sup>3</sup>)</i>	n/a	152	<b>179</b>			6	
		Potable Water (million m <sup>3</sup> )	19	22	<b>18</b>			6	
		Other water from third parties (million m <sup>3</sup> )	86	95	<b>96</b>			6	
		Water entrained in ore (million m <sup>3</sup> )	15	17	<b>14</b>			6	



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
	Total water withdrawal from areas with water stress	Total water withdrawal (million m <sup>3</sup> )	118	125	<b>120</b>		6	EM-MM-140a.1	Water stressed areas are regions of high or extremely high water stress or that are classified as arid & low water use according to the WRI's Aqueduct Water Risk Atlas.
		Surface Water (million m <sup>3</sup> )	25	26	<b>24</b>		6	(1) Total fresh water withdrawn, (2) total fresh water consumed,	
		Sea water (million m <sup>3</sup> )	0	0	<b>0</b>		6	percentage of each in regions with High or Extremely High Baseline Water Stress	
		Groundwater (million m <sup>3</sup> )	42	46	<b>41</b>		6		
		Rainwater (million m <sup>3</sup> )	8	10	<b>8</b>		6		
		Potable Water (million m <sup>3</sup> )	10	11	<b>9</b>		6		
		Other water from third parties (million m <sup>3</sup> )	33	32	<b>39</b>		6		
		Water entrained in ore (million m <sup>3</sup> )	5	5	<b>5</b>		6		



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
GRI 303 303-4	Water discharge	Total discharged water (million m <sup>3</sup> )	709	696	<b>669*</b>		6		Water quality categories are reported using ICMM water quality categories (high and low water quality) which do not align with GRI water quality categories. ICMM categories are defined for the mining and minerals sector; and are based on a range of physical-chemical-biological water characteristics appropriate to the local context (see ICMM Guidance Section 2.4.3).  Priority substance of potential concern for which discharges are treated primarily involve heavy metals, mineral oils and chemicals that are used for metal processing (e.g. sulfuric acid) regarding our metals and minerals operations and mineral oils regarding our oil operations.  We treat water prior to discharge in compliance with regulatory approvals, permits and licenses.  Water stressed areas are regions of high or extremely high water stress or that are classified as arid & low water use according to the WRI's Aqueduct Water Risk Atlas.
		<i>Freshwater (million m<sup>3</sup>)</i>	n/a	153	<b>144</b>		6		
		<i>Other water (million m<sup>3</sup>)</i>	n/a	542	<b>525</b>		6		
		Water discharges to surface water (million m <sup>3</sup> )	488	469	<b>435</b>		6		
		<i>Freshwater (million m<sup>3</sup>)</i>	n/a	101	<b>94</b>		6		
		<i>Other water (million m<sup>3</sup>)</i>	n/a	368	<b>341</b>		6		
		Water discharges to sea/ocean (million m <sup>3</sup> )	154	153	<b>172</b>		6		
		<i>Freshwater (million m<sup>3</sup>)</i>	n/a	51	<b>49</b>		6		
		<i>Other water (million m<sup>3</sup>)</i>	n/a	102	<b>122</b>		6		
		Water discharges to groundwater (million m <sup>3</sup> )	3	7	<b>5</b>		6		
		<i>Freshwater (million m<sup>3</sup>)</i>	n/a	0	<b>0</b>		6		
		<i>Other water (million m<sup>3</sup>)</i>	n/a	7	<b>5</b>		6		
		Water discharges to offsite treatment (million m <sup>3</sup> )	12	12	<b>11</b>		6		
		<i>Freshwater (million m<sup>3</sup>)</i>	n/a	0	<b>0</b>		6		
		<i>Other water (million m<sup>3</sup>)</i>	n/a	11	<b>11</b>		6		
		Water exported to a third party (million m <sup>3</sup> )	53	54	<b>47</b>		6		
		<i>Freshwater (million m<sup>3</sup>)</i>	n/a	1	<b>1</b>		6		
		<i>Other water (million m<sup>3</sup>)</i>	n/a	53	<b>46</b>		6		
	Total water discharge from areas with water stress	Freshwater (million m <sup>3</sup> )	4	11	<b>9</b>		6		
		Other water (million m <sup>3</sup> )	61	42	<b>39</b>		6		



GRI standard/ Disclosure number		Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
GRI 303	303-5	Water consumption	Total volume of water recycled and reused (million m³)	546	528	524	8,9	6,8	EM-MM-140a.1 (1) Total fresh water withdrawn, (2) total fresh water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	The percentage reflects the quantity of water reused and recycled compared to the quantity of total water input, water reused/recycled, and water taken from storage facilities (i.e. change in storage).
			Percentage of water recycled/ reused (%)	35%	34%	34%	8	6,8		
			Evaporation and other losses (million m³)	274	289	326		6		
			Entrainment (million m³)	52	49	46		6		
			Water consumption (million m³)	326	338	372		6		
			Change in water in storage	-14	111	-4		6		
		Water consumption in areas with water stress	Volume of water recycled and reused (million m³)	75	76	72		6,8		
			Water consumption in areas with water stress (million m³)	80	93	88		6		
Biodiversity										
GRI 304	304-DMA	Disclosure on Management Approach	ESG A-Z: Biodiversity Glencore SR: Land stewardship (pp. 42-48)				7,8	7	EM-MM-160a.1 Description of environmental management policies and practices for active sites	
GRI 304	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Areas owned, leased, managed, located in, adjacent to, or that contain protected areas and areas of high biodiversity value outside protected areas (1,000 ha)	282	275	294	8	7	EM-MM-160a.3 Percentage of (1) proved and (2) probable reserves in or near sites with protected conservation status or endangered species habitat	SASB EM-MM-160a.3: We do not currently disclose the percentage of (1) proved and (2) probable reserves in or near sites with protected conservation status or endangered species habitat.  However, we provide information about those sites that are located in or adjacent to protected areas or areas with high biodiversity value in our ESG A-Z on our homepage.



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
GRI 304 304-2	Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	ESG A-Z: Biodiversity Glencore SR: Land stewardship (pp. 42-48)				7,8	7		We do not disclose impacts on biodiversity due to resettlements as they are not considered material.
MM1	MM1	Total land owned, leased or managed for mining operations	2,116	2,108	<b>2,330</b>	8	7		
	Total land disturbed and not yet rehabilitated (A: opening balance)	1,000 ha	87	91	<b>95</b>	8	7		
	Total amount of land newly disturbed within the reporting period (B)	1,000 ha	6	7	<b>2</b>	8	7		
	Total amount of land newly rehabilitated within the reporting period to the agreed end use (C)	1,000 ha	3	2	<b>2</b>	8	7		<p>In 2019, we redisturbed 171ha of land that we had previously rehabilitated and in 2020, we redisturbed 280ha of land we had previously rehabilitated. The redisturbed rehabilitated land is reflected in our 2018 and 2019 numbers. The land was redisturbed as areas were re-mined at deeper levels.</p> <p>Due to improved surveying methods, we removed 45ha of disturbed land from our Lady Loretta mine dating back to 2016 and 61ha from Oaky Creek in 2019. We acquired Hail Creek in 2019 and we have now added additional disturbed (3,698ha) and rehabilitated (480ha) land that we will be responsible for managing and rehabilitating to a higher standard which is shown in our 2019 numbers.</p> <p>In 2014, we incorrectly reported 2,521ha of disturbed land at our Kazzinc operations (a new exploration lease was granted and this land was accidentally all reported as disturbed) which has been corrected for all years.</p>





GRI standard/ Disclosure number		Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
		Total land disturbed and not yet rehabilitated (D= A+B-C; closing balance)	1,000 ha	91	95	<b>95</b>	8	7		
MM2	MM2	Number and percentage of total sites identified as requiring biodiversity management plans according to stated criteria, and the number (percentage) of those sites with plans in place.	ESG A-Z: Biodiversity Glencore SR: Land stewardship (pp. 42-48)	91%	91%	<b>94%</b>	8	7	EM-MM-160a.1 Description of environmental management policies and practices for active sites	
Emissions										
GRI 305	305-DMA	Disclosure on Management Approach	ESG A-Z: Air emissions, Climate change Glencore SR: Climate change and energy (pp. 30-35), Other: Climate Report 2020: Pathway to Net Zero				7,8	6	EM-MM-110a.1 Gross global Scope 1 emissions, percentage covered under emissions-limiting regulation	SASB: EM-MM-110a.1 Our Scope 1 emissions exclude HFCs, PFCs, SF6 and NF3 as these greenhouse gases are not material to our business. Our GHG emissions are calculated on the basis of an operational controls approach. 5% of our Scope 1 emissions reported in 2020 are covered under an emissions-limiting regulation (ie cap-and-trade or emissions trading scheme).
GRI 305	305-1	Direct greenhouse gas (GHG) emissions (Scope 1)	Direct emissions (thousand tonnes CO <sub>2</sub> e)	18,788	18,266	<b>15,029*</b>		6		The reduction in Scope 1 emissions was mainly due to a lower production volume because of the Covid-19 pandemic, as well as some operational abatement and production changes.
			Direct emissions by commodity (thousand tonnes CO <sub>2</sub> e)	18,788	18,266	<b>15,029</b>		6		
			– Aluminium	0.02	0.03	<b>0.01</b>		6		
			– Coal	6,879	6,702	<b>5,856</b>		6		
			– Copper	1,725	1,578	<b>1,328</b>		6		
			– Ferroalloys	4,380	4,112	<b>3,047</b>		6		
			– Iron ore	–	–	–		6		



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
		– Nickel	2,768	2,865	<b>2,577</b>		6	EM-MM-110a.1	
		– Oil	1,049	983	<b>228</b>		6	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulation	
		– Zinc	1,987	2,028	<b>1,992</b>		6		
		Direct emissions by region (thousand tonnes CO <sub>2</sub> e)	18,788	18,266	<b>15,029</b>		6		
		– Africa	5,576	5,780	<b>3,969</b>		6		
		– Asia	1,221	1,176	<b>1,198</b>		6		
		– Australia	8,643	8,567	<b>8,126</b>		6		
		– Europe	352	367	<b>346</b>		6		
		– North America	802	772	<b>590</b>		6		
		– South / Latin America	2,193	1,603	<b>800</b>		6		
		Direct emissions by source (thousand tonnes CO <sub>2</sub> e)	18,788	18,266	<b>15,029</b>		6		
		Fossil fuels	8,251	8,627	<b>6,942</b>		6		
		– Solid fossil fuels	1,861	2,285	<b>1,896</b>		6		GHG emissions from consumption of coal and coke at our operations.
		– Liquid fossil fuels	5,723	5,274	<b>4,304</b>		6		GHG emissions from consumption of diesel and other oil products at our operations.
		– Gaseous fossil fuels	668	1,068	<b>742</b>		6		GHG emissions from consumption of natural gas, refinery gas and other gas-based fossil fuels at our operations.
		Reductants	5,576	5,200	<b>4,082</b>		6		Using carbon-based materials for the chemical reduction of metal oxides.



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
		Emissions from fossil fuel extraction	4,572	4,044	<b>3,617</b>		6	EM-MM-110a.1 Gross global Scope 1 emissions, percentage covered under emissions-limiting regulation	Coal seam emissions from the production of coal and GHG emissions from the extraction of oil. In both cases, this regards a mix of methane, CO <sub>2</sub> and other GHG gases.
		– Underground	3,036	2,146	<b>1,734</b>		6		Coal seam emissions from underground coal operations as well as GHG emissions caused by the extraction of oil. In both cases, this primarily involves methane gases.
		– Open pit and stockpiling	1,223	1,481	<b>1,264</b>		6		GHG emissions from open pit mining as well as from stockpiling coal prior to its sale.
		– Decommissioned mines	313	417	<b>618</b>		6		GHG emissions from coal mines which have been closed.
		Other direct GHG emissions	389	395	<b>389</b>		6		Other GHG emissions, not covered in the above, directly caused by process activities.
	Biogenic CO <sub>2</sub> emissions	Biogenic CO <sub>2</sub> emissions (thousand tonnes CO <sub>2</sub> e)	5	6	<b>5</b>		6		
GRI 305	305-2	Scope 2 Location based	Indirect emissions (thousand tonnes CO <sub>2</sub> )	11,670	10,972	<b>9,315*</b>		6	This applies the grid emission factor to all our purchased electricity, regardless of specific renewable electricity contracts, as per the updated guidelines from the GHG protocol for Scope 2 emissions.  The reduction of our Scope 2 emissions mainly reflects reduced consumption of power due to the Covid-19 pandemic and some assets being on care and maintenance.
		Indirect emissions by commodity (thousand tonnes CO <sub>2</sub> )	11,670	10,972	<b>9,315</b>		6		
		– Aluminium	–	–	–		6		
		– Coal	1,168	1,159	<b>1,155</b>		6		
		– Copper	1,696	1,505	<b>1,576</b>		6		



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
		– Ferroalloys	6,252	5,690	<b>4,091</b>		6		
		– Iron ore	–	–	–		6		
		– Nickel	62	54	<b>37</b>		6		
		– Oil	0.4	109	<b>32</b>		6		
		– Zinc	2,492	2,455	<b>2,424</b>		6		
		Indirect emissions by region (thousand tonnes CO <sub>2</sub> )	11,670	10,972	<b>9,315</b>		6		
		– Africa	6,761	6,272	<b>4,594</b>		6		
		– Asia	1,231	1,131	<b>1,192</b>		6		
		– Australia	1,800	1,816	<b>1,842</b>		6		
		– Europe	1,003	1,012	<b>992</b>		6		
		– North America	68	65	<b>43</b>		6		
		– South / Latin America	808	675	<b>652</b>		6		
305-2	Scope 2 Market based	Indirect emissions (thousand tonnes CO <sub>2</sub> )	12,591	11,492	<b>9,076</b>		6		<p>Where applicable and available, this applies the supplier-specific emission factor regarding the purchased electricity contract, especially at operations with large volumes of purchased electricity in Australia, Chile and Europe. Otherwise, it applies the country's residual emission factor (for EU countries) or the grid emission factor.</p> <p>This calculation rule has been implemented in line with the updated guidelines from the GHG protocol for Scope 2 emissions.</p>



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
305-1, 305-2	Total greenhouse gas emissions (Scope 1 + Scope 2 Location based)	Total emissions (thousand tonnes CO <sub>2</sub> e (Scope 1); thousand tonnes CO <sub>2</sub> (Scope 2)	30,459	29,238	<b>24,345</b>		6		The reduction in Scope 1 emissions was mainly due to a lower production volumes because of the Covid-19 pandemic, as well as some operational abatement and production changes.  The reduction of our Scope 2 emissions mainly reflects reduced consumption of power due to the Covid-19 pandemic and some assets being on care and maintenance.
305-3	Other relevant indirect (Scope 3) greenhouse gas emissions – total	Total emissions (thousand tonnes CO <sub>2</sub> e)	313,043	343,486	<b>271,006</b>		6		This Scope 3 total includes all categories of our Scope 3 emissions which are relevant and material to our operations. The most material category is the use of sold products, relating to the use of produced coal and oil.  Scope 3 emissions refer to data from industrial operations, as defined in further detail on p. 215 of the annual report.
	Scope 3 – Purchased goods & services	Total emissions (thousand tonnes CO <sub>2</sub> e)	753	787	<b>824</b>		6		This covers the estimated Scope 3 emissions from third party copper, lead, nickel and zinc feeds into our combined mine and smelting/ processing facilities.
	Scope 3 – Fuel- and energy-related activities	Total emissions (thousand tonnes CO <sub>2</sub> e)	930	851	<b>712*</b>		6		A major source of fuel- and energy-related Scope 3 emissions results from transmission and distribution losses of purchased electricity.  The related CO <sub>2</sub> emissions are calculated by applying the country specific transmission and distribution losses as presented by the World Bank and multiplying these losses by the country specific emissions from Scope 2 electricity purchased.





GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
	Scope 3 – Upstream transportation & distribution	Total emissions (thousand tonnes CO <sub>2</sub> e)	661	1,280	<b>1,466</b>		6		Marine fuel consumed for time-chartered shipping, both upstream and downstream transportation, applying GHG protocol emission factors for the specific fuel types.
	Scope 3 – Downstream transportation & distribution	Total emissions (thousand tonnes CO <sub>2</sub> e)	661	1,280	<b>1,466</b>		6		This total was 50% allocated to upstream and 50% for downstream transportation.  The increase from 2018 to 2019 is a result of a reclassification of non-controlled vessels' emissions from Scope 1 to this Scope 3 metric.
	Scope 3 – Processing of sold products	Total emissions (thousand tonnes CO <sub>2</sub> e)	11,180	11,256	<b>11,017</b>		6		Applying GHG Protocol's 'average data' method to further processing by our clients of copper, nickel, zinc, ferrochrome and lead concentrates and metal that we produce. To estimate the Scope 3 emissions, our produced volumes are multiplied by the relevant embodied carbon coefficient. For concentrates, embodied carbon coefficients of primary (virgin) product are applied, representing the emissions of cradle-to-gate processing. For metals, embodied carbon coefficients of secondary (recycled) product are applied as a proxy for processing the metals into the product's dominant use, like copper wire in case of copper metal. The ICE database (2011) from University of Bath provides these coefficients for copper, zinc, lead and stainless steel. As ferrochrome and nickel are predominantly used in production of stainless steel, the embodied carbon coefficient of stainless steel is allocated to these two products by applying the average content percentages of these two products in stainless steel. The reported values incur some level of overlap with Glencore's Scope 1 and 2 emissions.



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
	Scope 3 – Use of sold products – operational control	Total emissions (thousand tonnes CO <sub>2</sub> e)	296,246	325,705	<b>253,134*</b>		6		Scope 3 emissions from the use of sold products relate to the use of saleable fossil fuels (coal and oil), produced by industrial operations under Glencore operational control, on a 100% basis except for joint ventures, where the Group's attributable share of production is included. The volumes of saleable products are taken from Glencore's publicly available Production Report. Regarding coal, the emissions value includes emissions from use of both thermal and metallurgical coal produced. Regarding oil, the emissions value relates to the gross production basis of our Glencore operated oil production entity, excluding emissions related to oil refinery activities. The decrease in 2020 is based lower production numbers as a result of the COVID-19 pandemic.
	Scope 3 – Investments	Total emissions (thousand tonnes CO <sub>2</sub> e)	2,546	2,238	<b>2,294</b>		6		This represents Glencore's share of Scope 1 and 2 emissions from the following investments: Antamina (Copper), Century (Alumina), Cerrejón (Coal), Collahuasi (Copper) and Viteria (formerly known as Glencore Agriculture).  Where available, the Scope 1 and 2 total values as reported most recently by these companies were taken as input. In case no such data was available, the Scope 1 and 2 emissions from a comparable Glencore asset (eg within same country and same business) were extrapolated based upon production totals.
	Scope 3 – Other downstream: Coal seam emissions sent to third party operated power plant	Total emissions (thousand tonnes CO <sub>2</sub> e)	64	89	<b>93</b>		6		This value concerns GHG emissions from sending coal seam emissions (e.g. methane) from our coal operations to third party operated power plants.



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
	Other Scope 3 categories						6		<p>Other categories of Scope 3, as structured by the Greenhouse Gas Protocol, are not relevant or are immaterial to Glencore. This applies to:</p> <ul style="list-style-type: none"> <li>• Capital goods</li> <li>• Business travel</li> <li>• Employee commuting</li> <li>• Upstream leased assets</li> <li>• End of life treatment of sold products</li> <li>• Downstream leased assets</li> <li>• Franchises</li> <li>• Other upstream emissions</li> </ul>



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
	Scope 3 – Use of sold products – attributable basis	Total emissions (thousand tonnes CO <sub>2</sub> e)	296,246	347,206	<b>264,247</b>			6	Scope 3 emissions from the use of sold products on an attributable basis relate to the use of saleable fossil fuels (coal and oil), produced by industrial operations according to Glencore's attributable share of production. Differing from Scope 3 emissions from the use of sold products – operational control, this alternative metric includes attributable production from non-operated joint ventures, most notably Cerrejón. The volumes of saleable products are taken from Glencore's publicly available Production Report. Regarding coal, the emissions value includes emissions from use of both thermal and metallurgical coal produced. Regarding oil, the emissions value relates to the net production basis of Glencore's operated and non-operated oil production entities, excluding emissions related to oil refinery activities. This metric is a key component of Glencore's projection of reductions in Scope 3 emissions by 2035. As such, this metric should be regarded as an alternative metric to Scope 3 emissions from the use of sold products – operational control and should not be aggregated into our reported total Scope 3 emissions.



GRI standard/ Disclosure number		Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
GRI 305	305-4	Carbon Scope 1 and Scope 2 location based intensity	tGHG/tCu	4.13	3.93	<b>3.78</b>		6		Further synonyms of this metrics used in our reporting include carbon emissions intensity and greenhouse gas emissions intensity. The GHG emission intensity is calculated as a ratio of Scope 1 and 2 location-based emissions of Glencore operated industrial assets which were owned by the end of the reporting year, divided by their copper equivalent production. Copper equivalent production is weighting the commodity's production volume by the baseline year ratio of the average price of that commodity, divided by the fixed 2016 baseline average price of copper. The baseline GHG intensity in 2016 was 4.35tGHG/tCu.
GRI 305	305-6	Emissions of ozone-depleting substances (ODS)								Ozone depleting substances are not material to our operations.





GRI standard/ Disclosure number		Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
GRI 305	305-7	NOx, SOx, and other significant air emissions	Total particulates: emissions – total mass (tonnes)	12,039	10,605	8,123		6	EM-MM-120a.1 Air emissions of the following pollutants: (1) CO, (2) NOx (excluding N2O), (3) SOx, (4) particulate matter (PM10), (5) mercury (Hg), (6) lead (Pb), and (7) volatile organic compounds (VOCs)	Includes air emissions from our industrial operations and mobile equipment. Excludes emissions from time-chartered vessels but includes those from vessels that we own.  SASB EM-MM-120a.1: We do not currently disclose the emissions of carbon monoxide (CO), mercury (Hg), lead (Pb) and volatile organic compounds (VOCs).  Our reported particulate matter (PM) includes particle sizes that are larger than 10 micrometers (PM10) as it includes total suspended matter (TSP) with a maximum particle sizes of about 30 micrometers.  All of our operations have abatement systems in place in order to meet the locally applicable threshold values.
			NOx (oxides of nitrogen): emissions – total mass (tonnes)	74,050	60,865	50,293		6		
			SOx (oxides of sulphur): emissions – total mass (tonnes)	382,129	455,421	360,572		6		
Waste										
GRI 306	306-DMA	Disclosure on Management Approach	ESG A-Z: Waste Glencore SR: Catastrophic hazard management (pp. 19-23), Glencore AR: Performance overview (pp. 34-35) Stories from the year – Recycling: A case study (pp. 50-51) Risk management (pp. 81, 83) Other: <a href="https://www.glencore.com/sustainability/esg-a-z/Tailings">https://www.glencore.com/sustainability/esg-a-z/Tailings</a>				7, 8	6	EM-MM-150a.3 Number of tailings impoundments, broken down by MSHA hazard potential	



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
306-1	Waste generation and significant waste-related impacts					7, 8	6		
306-2	Management of significant waste-related impacts					7, 8	6		
GRI 306	306-3	Total weight of waste by type and disposal method							
		Total mineral waste (million tonnes)	2,264	2,461	<b>2,026</b>		6, 8	EM-MM-150a.2	Data refers to mineral waste generated.
		Hazardous mineral waste (million tonnes)	223	177	<b>164</b>		6, 8	Total weight of mineral processing waste, percentage recycled	
		Non-hazardous mineral waste (million tonnes)	2,041	2,284	<b>1,861</b>		6, 8		
		% mineral waste recycled	1%	1%	<b>1%</b>		6, 8		
		Total non-mineral waste (thousand tonnes)	325	882	<b>385</b>		6, 8		Data refers to non-mineral waste disposed of. Non-mineral waste includes waste oils, spent cell lining, office, canteen and camp waste, scrap steel, tyres and construction waste.
		% non-mineral waste recycled	41%	30%	<b>31%</b>		6, 8		
MM3	MM3	Total amounts of overburden, rock, tailings and sludges and their associated risks	2,264	2,461	<b>2,026</b>		6	EM-MM-150a.1 Total weight of tailings waste, percentage recycled	Data refers to total mineral waste generated. SASB EM-MM-150a.1: In 2020, this included 144 million tons of tailings of which 9.4 million tons were recycled.
GRI 306	306-3	Total number and volume of significant spills and environmental incidents	5	1	<b>2</b>		6	EM-MM-140a.2 Number of incidents of non-compliance associated with water quality permits, standards, and regulations	Significant spills are those reported under categories 3 (moderate), 4 (major) and 5 (catastrophic) according to Glencore's classification scheme (refer to the water section of the Glencore Sustainability Report 2020 for further information regarding the reported spills).
		Volume of significant spills (m³)	294	20	<b>54</b>		6		No category 4 (major) or category 5 (catastrophic) incidents occurred in 2020.



GRI standard/ Disclosure number		Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
Environmental Compliance										
GRI 307	307-DMA	Disclosure on Management Approach	ESG A-Z: Environment, Environmental incidents Glencore SR: Sustainability governance (pp. 9-11) Water (pp. 36-41)				7,8,9	1		
GRI 307	307-1	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Monetary value of environmental fines (US\$ thousand)	2,203	1,663	284	7	6	EM-MM-140a.2 Number of incidents of non-compliance associated with water quality permits, standards, and regulations	The fines related to various incidents of non-compliances, such as breaches of general environmental conditions, exceedances of air emission limits, discharges into water sources etc. Many related to historic incidents.
			Number of non-monetary sanctions (environmental prosecutions, regulatory actions/orders, regulatory non-compliance, and other sustainability-related penalties)	291	293	192	7	6		This indicator presents the number of formally notified breaches of environmental regulations which includes regulatory actions/orders, environmental prosecutions and environmental fines.  SASB EM-MM-140a.2: This includes four fines regarding water related incidents totalling approximately US\$10,000.
Several	Several	Total environmental protection expenditures and investments by type	Water-related CAPEX (US\$ million)	110	113	111	8, 9	6, 10		Data only covers water-related expenses.
			Water-related OPEX (US\$ million)	139	165	162	8, 9	6, 10	Data only covers water-related expenses.	
Supplier Environmental Assessment										
GRI 308	308-DMA	Disclosure on Management Approach	ESG A-Z: Supply chain due diligence Glencore SR: Stakeholder engagement (pp. 13-15), Responsible sourcing and supply (pp. 67-71)				7,8	6, 8		
GRI 308	308-1	Percentage of new suppliers that were screened using environmental criteria	Percentage of new suppliers screened using environmental criteria (%)	51%	53%	56%	8	6		



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments	
SOCIAL										
Employment										
GRI 401	401-DMA	Disclosure on Management Approach	ESG A-Z: Our people Glencore SR: Human rights (pp. 49-57), Our people (pp. 72-76) Glencore AR: Our people (pp. 27-31)			3, 4, 5, 6				
GRI 401	401-1	Total number and rates of new employee hires and employee turnover by age group, gender, and region	Redundancies							
			Total redundancies	9,446	9,120					7,179
			Redundancies (%)	11%	11%					8%
			Total turnover by region (%)							
			– Africa	5%	7%					6%
			– Asia	13%	13%					8%
			- Australia	12%	7%					11%
			– Europe	8%	8%					5%
			– North America	23%	23%					15%
			– South / Latin America	18%	11%					8%
			New employees:							
			Total number new employees	12,388	11,591					5,909
			New employees (%)	15%	13%					7%
Labor/Management Relations										
GRI 402	402-DMA	Disclosure on Management Approach	ESG A-Z: Our people Glencore SR: Our people (pp. 72-76) Glencore AR: Our people (pp. 27-31)			3, 4, 5, 6				



GRI standard/ Disclosure number		Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
GRI 402	402-1	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements							3	Minimum notice periods vary across the Group, ranging from 1 week to 6 months (see also Our approach to sustainability: Our people)
MM4	MM4	Number of strikes and lock-outs exceeding one week's duration	Number of strikes exceeding one week's duration	2	4	1		3	EM-MM-310a.2 Number and duration of strikes and lockouts	
			Number of lock-outs exceeding one week's duration	0	2	0		3		
Occupational Health & Safety										
GRI 403	403-DMA	Disclosure on Management Approach	ESG A-Z: Safety, Health, HIV/AIDS Glencore SR: Workplace health and safety (pp. 24-29)					5		Health and safety data covers all employees and contractors of those assets where we have operational control.
GRI 403	403-1	Occupational health and safety management system	ESG A-Z: Safety, Health Glencore SR: Workplace health and safety (pp. 24-29)					5		We require the industrial operations under our operational control to meet our expectations on health and safety processes for employees and contractors, which have been mapped to leading industry practices and international standards, such as ISO 45001. However, certification to such standards is not mandatory and is at the discretion of the relevant department and asset. <a href="https://www.glencore.com/sustainability/esg-a-z/safety">https://www.glencore.com/sustainability/esg-a-z/safety</a> <a href="https://www.glencore.com/sustainability/esg-a-z/health">https://www.glencore.com/sustainability/esg-a-z/health</a>
GRI 403	403-2	Hazard identification, risk assessment, and incident investigation	ESG A-Z: Safety, Health Glencore SR: Workplace health and safety (pp. 24-29)					5		





GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
GRI 403 403-3	Occupational health services	ESG A-Z: Safety, Health Glencore SR: Workplace health and safety (pp. 24-29)					5		<p>Our industrial operations have dedicated occupational health functions, with appropriate skills to respond to local and site needs. Our employees and contractors have access to these services. We assess, monitor and control health risks to prevent occupational diseases among our workforce. We require our assets to have formal plans, processes and records to allow routine monitoring of occupational health, including spot checks.</p> <p>Our focus is on early intervention. If one of our people is injured at work or suffers an occupational disease, requiring rehabilitation, we support the individual to return to work as soon as possible. At some operations, we operate clinics that are also accessible for the local community.</p>
GRI 403 403-4	Worker participation, consultation, and communication on occupational health and safety	Percentage of sites with formal joint management-worker health and safety committees	n/a	n/a	<b>78%</b>		5		The majority of our operations have formal health and safety committees in place with both representatives of the workforce and the management. These committees meet and visit the sites regularly and any findings are actioned to prevent any health and safety incidents and ensure continuous improvement.
GRI 403 403-5	Worker training on occupational health and safety						5	EM-MM-320a.1 (1) MSHA all-incidence rate, (2) fatality rate, (3) near miss frequency rate (NMFR) and (4) average hours of health, safety, and emergency response training for (a) full-time employees and (b) contract employees	Our employees and contractors receive pre-shift training and safety inductions, as well as regular workplace-specific training and in the event of operational changes. A crucial element of these trainings are our fatal hazard protocols and our life-saving behaviours.



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
GRI 403 403-6	Promotion of worker health						5		<p>Our occupational health management strategy addresses the health risks facing our workforce, their families and the communities inside and outside our gates. The strategy has three pillars, which build on what has proved successful at individual assets: Healthy workplaces, Fit for work, and Fit for life.</p> <p>The Fit for life pillar identifies key health issues, needs and interests of our people and develop approaches to inform and educate our people regarding personal health risks, public health risks, prevention and harm reduction. It actively engages local public health officials where significant public health risks exist. It actively participates in health education, promotional opportunities and contingency planning activities that are applicable to the communities in which we operate.</p> <p>The Fit for life pillar adapts to the local context, for example, at some sites, its focus may be on supporting an aging workforce, at others it is public health initiatives such as preventing the spread of malaria and/or HIV and AIDS</p>
GRI 403 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships						5		<a href="https://www.glencore.com/sustainability/esg-a-z/safety">https://www.glencore.com/sustainability/esg-a-z/safety</a>



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
GRI 403 403-8	Workers covered by an occupational health and safety management system: Percentage of employees and contractors covered by:	– an occupational health and safety management system	n/a	n/a	<b>67%</b>		5		These metrics cover all industrial sites. All employees and contractors of a site that has implemented an occupational health and safety management system are covered by this system. Refer also to section 403-1.
		– by an occupational health and safety management system that has been internally audited	n/a	n/a	<b>50%</b>		5		
		– by an occupational health and safety management system that has been audited and certified by an external party	n/a	n/a	<b>31%</b>		5		
GRI 403 403-9	Total number of fatalities	Number of workforce fatalities (employees + contractors)	13	17	<b>8*</b>		5	EM-MM-320a.1 (1) MSHA all-incidence rate, (2) fatality rate, (3) near miss frequency rate (NMFR) and (4) average hours of health, safety, and emergency response training for (a) full-time employees and (b) contract employees	The total number of occupational fatalities includes all work-related fatalities affecting employees and contractors working at Glencore's managed sites. Incidents of violence resulting in murder, other criminal acts resulting in fatality, acts of God, and death of natural causes are not considered occupational fatalities. Detailed data is tracked and monitored for internal use only, due to confidentiality constraints.  The 2019 fatalities include one fatality that relates to an occupational disease.
	Number of fatalities of employees	Number of employee fatalities	7	11	<b>6</b>		5		
	Number of fatalities of contractors	Number of contractors fatalities	6	6	<b>2</b>		5		
	Total number of fatalities – by region (employees + contractors)	Africa	4	11	<b>3</b>		5		
		Australia	0	0	<b>0</b>		5		
		North America	0	0	<b>0</b>		5		
		South / Latin America	5	2	<b>2</b>		5		
		Rest of the world	4	4	<b>3</b>		5		
	Number of fatalities – by region (employees)	Africa	1	7	<b>3</b>		5		
		Australia	0	0	<b>0</b>		5		
		North America	0	0	<b>0</b>		5		
		South / Latin America	3	1	<b>1</b>		5		
		Rest of the world	3	3	<b>2</b>		5		



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
	Number of fatalities – by region (contractors)	Africa	3	4	0		5		
		Australia	0	0	0		5		
		North America	0	0	0		5		
		South / Latin America	2	1	1		5		
		Rest of the world	1	1	1		5		
	Fatality frequency rate (FIFR)	Employees + contractors	0.036	0.046	0.027		5		Fatality frequency rate is the number of fatalities per million hours worked.
		Employees	0.041	0.062	0.039		5		
		Contractors	0.032	0.031	0.014		5		
	Total recordable injury frequency rate (TRIFR)	Employees + contractors	3.18	2.86	2.65*		5		The total recordable injury frequency rate (TRIFR) is the sum of fatalities, LTIs, restricted work injuries (RWIs) and medical treatment injuries (MTIs) per million hours worked. The metric represents all injuries that require medical treatment beyond first aid.
		Employees	3.35	3.01	2.82*		5		
		Contractors	3.02	2.73	2.47*		5		
	Lost time injury frequency rate (LTIFR)	Employees + contractors	1.06	0.99	0.94*		5		Lost time injury frequency rate (LTIFR) is the total number of LTIs recorded per million hours worked. Lost time injuries (LTIs) are recorded when an employee or contractor is unable to work following an incident. We record lost days as beginning on the first rostered day that the worker is absent after the day of the injury. The day of the injury is not included. LTIs do not include restricted work injuries (RWIs) and fatalities.
		Employees	1.25	1.17	1.14*		5		
		Contractors	0.89	0.83	0.72*		5		
	Near Miss Frequency Rate (NMFR)	Employees + contractors	36	35	64		5		Near Miss Frequency Rate (NMFR) is the total number of near miss incidents recorded per million hours worked.



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
	High-consequence injury rate	Employees + contractors	n/a	n/a	<b>n/a</b>		5		Information currently not available but will be reported starting from next year.
		Employees	n/a	n/a	<b>n/a</b>		5		
		Contractors	n/a	n/a	<b>n/a</b>		5		
	Hours worked	Employees + contractors	357	369	<b>300</b>		5		Hours worked are reported in million hours.
		Employees	172	177	<b>156</b>		5		
		Contractors	186	191	<b>145</b>		5		
	Lost day rate	%	0.1%	0.1%	<b>0.1%</b>		5		Lost day rate is expressed by comparing the total lost days to the total number of hours scheduled to be worked by the workforce.
	Absentee rate	%	3%	4%	<b>8%</b>		5		The absentee rate is expressed by comparing the total absent time to the total time scheduled to be worked by the workforce.
GRI 403	403-10	Work-related ill health	ESG A-Z: Health Glencore SR: Workplace health and safety (pp. 24-29)				5		
		Fatalities due to occupational diseases	Employees + contractors	0	1	<b>0</b>	5		The fatality in 2019 is also included in the fatalities reported in section 403-9.
			Employees	0	0	<b>0</b>	5		
			Contractors	0	1	<b>0</b>	5		





GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
	Occupational diseases frequency rate (ODR)	Employees + contractors	0.09	0.29	<b>0.37</b>		5		Occupational disease frequency rate is the number of occupational diseases per million hours worked. The majority of occupational diseases are associated with the musculoskeletal system and connective tissue, ear and mastoid process and cases of malaria that affected seconded employees and contractors originating from regions where such diseases are not prevailing.  Further information can be found on pages 23-27, section 'Workplace health and safety' of this report.
		Employees	0.18	0.39	<b>0.48</b>		5		
		Contractors	0.01	0.19	<b>0.25</b>		5		

## Training and Education

GRI 404	404-DMA	Disclosure on Management Approach	ESG A-Z: Our people Glencore SR: Our people (pp. 72-76)				6		
GRI 404	404-1	Average hours of training per year per employee	Average training hours per worker (employees + contractors)	42	48	<b>43</b>		2	We do not collect this information by gender as we treat male and female employees equally.
		Percentage of training hours per employee category	Contractors (%)	39%	37%	<b>39%</b>		2	
			Management (%)	1%	1%	<b>1%</b>		2	
			Operational, production, maintenance (%)	49%	51%	<b>50%</b>		2	
			Supervisors, administration, technical (%)	10%	11%	<b>10%</b>		2	



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
Diversity and Equal Opportunity									
GRI 405	405-DMA	Disclosure on Management Approach	ESG A-Z: Our people Glencore SR: Our people (pp. 72-76)			6			
GRI 405	405-1	Composition of governance bodies and breakdown of employees per category according to gender, age, minority group membership and other indicators of diversity	Minority group membership			6	3		Glencore has operations in areas where minority group membership data cannot be collected for privacy reasons. We therefore cannot provide an accurate number.
	Number of female employees		12,961	13,848	13,875	6	3		
	Percentage of female employees (%)		15%	16%	16%	6	3		
	Percentage of female managers (%)		16%	18%	18%	6	3		
	Number of female Board directors		2	2	2	6	3	Appointment of a third female non-executive director in February 2021.	
GRI 405	405-2	Ratio of basic salary of men to women by employee category	ESG A-Z: Our people Glencore SR: Our people (pp. 72-76)			6	3		Our basic salaries are not differentiated by gender (1:1)
Non-discrimination									
GRI 406	406-DMA	Disclosure on Management Approach	ESG A-Z: Our people Glencore SR: Our people (pp. 72-76) Glencore AR: Ethics and compliance (pp. 38-43) Other: Code of Conduct			6			
GRI 406	406-1	Total number of incidents of discrimination and actions taken	5	1	0	6	3		Each reported case of discrimination is carefully analysed and where confirmed, appropriate disciplinary action is taken.



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
Freedom of Association and Collective Bargaining									
GRI 407	407-DMA	Disclosure on Management Approach	ESG A-Z: Our people Glencore SR: Our people (pp. 72-76) Glencore AR: Ethics and compliance (pp. 38-43) Other: Code of Conduct			3		EM-MM-310a.1 Percentage of active workforce covered under collective bargaining agreements, broken down by U.S. and foreign employees	
GRI 407	407-1	Operations and suppliers identified in which workers' rights to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	0	0	0	3	3		
Child Labour									
GRI 408	408-DMA	Disclosure on Management Approach	ESG A-Z: Our people, Human rights Glencore SR: Human rights (pp. 49-57), Responsible sourcing and supply (pp. 67-71), Our people (pp. 72-76) Glencore AR: Ethics and compliance (pp. 38-43) Other: Code of Conduct			5			



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
GRI 408 408-1	Operations and suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour	ESG A-Z: Our people, Human rights Glencore SR: Human rights (pp. 49-57), Responsible sourcing and supply (pp. 67-71), Our people (pp. 72-76) Glencore AR: Ethics and compliance (pp. 38-43) Other: Code of Conduct	0	0	0	5	3		Employees younger than 18 do not carry out any type of hazardous work.
Forced or Compulsory Labour									
GRI 409 409-DMA	Disclosure on Management Approach	ESG A-Z: Our people, Human rights Glencore SR: Human rights (pp. 49-57), Responsible sourcing and supply (pp. 67-71), Our people (pp. 72-76) Glencore AR: Ethics and compliance (pp. 38-43) Other: Code of Conduct				4			
GRI 409 409-1	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour	Number of assets	0	0	0	4	3		
Security Practices									
GRI 410 410-DMA	Disclosure on Management Approach	ESG A-Z: Human rights Glencore SR: Human rights (pp. 49-57), Glencore AR: Ethics and compliance (pp. 42-44) Other: Code of Conduct				1,2			



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
GRI 410 410-1	Percentage of security personnel trained in the organisation's policies or procedures that are relevant to operations	ESG A-Z: Human rights Glencore SR: Human rights (pp. 49-57), Glencore AR: Ethics and compliance (pp. 42-44) Other: Code of Conduct	86%	91%	<b>89%</b>	1, 2	1, 3		Employed security personnel only.
Rights of Indigenous Peoples									
GRI 411 411-DMA	Disclosure on Management Approach	ESG A-Z: Human rights Glencore SR: Human rights (pp. 49-57), Responsible citizenship (pp. 67-71) Glencore AR: Performance overview (pp. 34-37), Risk management (pp. 83-84), Other: Code of Conduct				1, 2			
GRI 411 411-1	Total number of incidents of violations involving rights of indigenous peoples and actions taken		0	0	<b>0</b>	1, 2	3	EM-MM-210a.2 Percentage of (1) proved and (2) probable reserves in or near indigenous land /	No cases reported (refer also to MM6).
MM5 MM5	Number of sites located on or near indigenous people's land		42	42	<b>41</b>	1, 2	3	EM-MM-210a.3 Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights, and operation in areas of conflict	SASB EM-MM-210a.2: We do not currently disclose the percentage of (1) proved and (2) probable reserves in or near Indigenous lands.
	Number of sites with operations in or adjacent to an indigenous community that have an agreement with that community		n/a	23	<b>25</b>	1, 2	3		





GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
Human Rights Assessment									
GRI 103	103-DMA	Disclosure on Management Approach	ESG A-Z: Our people, Human rights Glencore SR: Human rights (pp. 46-54), Responsible sourcing and supply (pp. 64-68), Our people (pp. 69-73) Glencore AR: Ethics and compliance (pp. 38-43) Other: Code of Conduct			1,2		EM-MM-210a.1 Percentage of (1) proved and (2) probable / EM-MM-210a.3 Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights, and operation in areas of conflict reserves in or near areas of conflict / EM-MM-210b.1	SASB EM-MM-210a.1: This information is not disclosed.
GRI 412	412-DMA	Disclosure on Management Approach	ESG A-Z: Our people, Human rights Glencore SR: Human rights (pp. 46-54), Responsible sourcing and supply (pp. 64-68), Our people (pp. 69-73) Glencore AR: Ethics and compliance (pp. 38-43) Other: Code of Conduct			1, 2		Discussion of process to manage risks and opportunities associated with community rights and interests	
GRI 412	412-1	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	ESG A-Z: Our people, Human rights Glencore SR: Human rights (pp. 49-57), Responsible sourcing and supply (pp. 67-71), Our people (pp. 72-76) Glencore AR: Ethics and compliance (pp. 38-43) Other: Code of Conduct			1, 2	1, 3	EM-MM-210a.3 Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights, and operation in areas of conflict	Our Group Human Rights policy requires our assets to conduct risk assessments for conflict and security concerns. If these risks are identified, our assets must align their practices with the Voluntary Principles.



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
GRI 412 412-2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	Total hours of employee training	50,728	63,667	<b>22,549</b>	1,2	1,3		Employed security personnel only.
		Percentage of employees trained (%)	86%	91%	<b>89%</b>	1,2	1,3		Employed security personnel only.
GRI 412 412-3	Total number and percentage of significant investment agreements that include human rights clauses or that underwent human rights screening	ESG A-Z: Our people, Human rights Glencore SR: Human rights (pp. 49-57), Responsible sourcing and supply (pp. 67-71), Our people (pp. 72-76) Glencore AR: Ethics and compliance (pp. 38-43) Other: Code of Conduct				1,2	1,3		We undertake due diligence of our major investments; human rights risks are considered as part of this process. We seek to ensure that all significant investment agreements include a requirement to comply, or demonstrate comparable practices, with the Glencore Code of Conduct, including its provisions on respect of human rights. Figures are tracked for internal purposes but not externally reported.

## SOCIETY

## Local Communities

GRI 413 413-DMA	Disclosure on Management Approach	ESG A-Z: Stakeholder engagement, Communities Glencore SR: Human rights (pp. 49-57), Responsible citizenship (pp. 58-66)				1,2		EM-MM-210b.1 Discussion of process to manage risks and opportunities associated with community rights and interests	To help us consistently measure and report on our contributions, we have developed a socio-economic contribution scorecard. Going forward, we plan to integrate the scorecard into our existing community and stakeholder engagement systems.
GRI 413 413-1	Percentage of operations with implemented local community engagement, impact assessments, and/or development programmes	ESG A-Z: Stakeholder engagement, Communities Glencore SR: Human rights (pp. 49-57), Responsible citizenship (pp. 58-66)				1,2	3		We do not report the total percentage. Our assets/operations/projects are required to identify and assess issues, opportunities and risks throughout the lifecycle of their activities, and to have community engagement and social investment strategies in place, as applicable.
GRI 413 413-2	Operations with significant actual or potential negative impacts on local communities	ESG A-Z: Stakeholder engagement, Communities Glencore SR: Human rights (pp. 49-57), Responsible citizenship (pp. 58-66)				1,2	3		



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
MM6	MM6	Number and description of significant disputes relating to land use, customary rights of local communities and indigenous peoples	6	11	<b>7</b>	1,2	3	EM-MM-210a.3 Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights, and operation in areas of conflict	There were 7 disputes relating to land use/ownership in 2020. These related to Coal assets in South Africa (Middelkraal, Tweefontein), a Copper asset in Zambia (Nkana), two Ferroalloys assets in South Africa (Lion Chrome Smelter and Rhovan) and an Oil asset in Chad. The disputes primarily related to our activities impacting private or community properties, including a sump overflow at our Chad operation. In another case a community is in dispute about the amount of land given to them as a compensation.
MM7	MM7	The extent to which grievance mechanisms were used to resolve disputes relating to land use and customary rights of local communities and indigenous peoples, and the outcomes	ESG A-Z: Stakeholder engagement, Communities Glencore SR: Human rights (pp. 49-57), Responsible citizenship (pp. 58-66)			1,2	3		We require each asset where we have operational control to have a complaint registration process. This should include a formal grievance and conflict resolution process for community members and others to make complaints and raise concerns. The process should include transparent procedures for registering, evaluating and responding appropriately to the concerns raised. Complaints regarding access to land are mainly related to resettlement planning activities, and have been addressed through ongoing consultations around these processes.
		Total number of community complaints	1,057	1,149	<b>1,272</b>	1,2	3		
MM8	MM8	Number (and percentage) of company operating sites where artisanal and small scale mining takes place on, or adjacent to, the site; the associated risks and the actions taken to manage and mitigate these risks	7	7	<b>7</b>	1,2			Our approach to sustainability: Community development Glencore SR: Human rights (pp. 46-54), Responsible citizenship (pp. 55-63)
		Sites (%)	6%	6%	<b>6%</b>	1,2			Our approach to sustainability: Community development Glencore SR: Human rights (pp. 46-54), Responsible citizenship (pp. 55-63)



GRI standard/ Disclosure number		Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
MM9	MM9	Sites where resettlements took place, the number of households resettled in each, and how their livelihoods where affected in the process	Number of sites with resettlements activities	2	3	2	1,2			Resettlements occurred at Calenturitas and Goedgevonden.
			Number of resettled households	11	8	18	1,2			
MM10	MM10	Number and percentage of operations with closure plans	ESG A-Z: Closure Glencore SR: Land stewardship (pp. 42-48)				1,2			As required by our Group Environmental Policy all our production and mining sites must have closure plans in place.
Supplier Social Assessment										
GRI 414	414-DMA	Disclosure on Management Approach	ESG A-Z: Supply chain due diligence Glencore SR: Stakeholder engagement (pp. 13-15), Human rights (pp. 49-57), Responsible sourcing and supply (pp. 67-71)				1,2,6,10	3,5,8	EM-MM-210a.3	Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights, and operation in areas of conflict reserves in or near areas of conflict
GRI 414	414-1	Percentage of new suppliers that were screened using social criteria	Percentage of new suppliers screened (%)	51%	54%	53%	1,2,6,10	3		
Public Policy										
GRI 415	415-1	Disclosure on Management Approach	ESG A-Z: Ethics Glencore AR: Ethics and compliance (pp. 38-43) Other: Global Anti-Corruption Policy				10			As part of our business principles Glencore does not permit any of its funds or resources to be used to contribute to any political campaign, political party, political candidate or any of their affiliated organisations.



GRI standard/ Disclosure number	Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
PRODUCT RESPONSIBILITY									
Customer Health & Safety									
GRI 416	416-DMA	Disclosure on Management Approach	Glencore SR: Responsible sourcing and supply (pp. 67-71)			7,8,9	8		
MM11	MM11	Programmes and progress relating to materials stewardship	Glencore SR: Responsible sourcing and supply (pp. 67-71)			7,8,9	8		Progress is tracked internally, but not reported externally. Case studies have been provided in the SR giving examples of programmes.
GRI 416	416-1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	Glencore SR: Responsible sourcing and supply (pp. 67-71)			7,8,9	8		All our products are thoroughly assessed as part of the REACH registration and notification process as well schemes in other applicable jurisdictions.
Marketing and Labelling									
GRI 417	417-1	Requirements for product and service information and labeling	Glencore SR: Responsible sourcing and supply (pp. 67-71)			7	8		Our sustainability framework requires our commodity products to conform with the regulations and good practice guidelines pertaining to the regions where we operate. This also applies to the information requirements of our products. In Europe we have prepared and submitted extensive dossiers for all substances within our products in line with REACH registration requirements, containing information on properties, environmental impacts and guidance for safe use. This information is actively sent to all our customers by means of safety data sheets. For products not subject to REACH requirements we have documented information on properties, environmental impacts and guidance for safe use and make this available to our customers as safety data sheets.





GRI standard/ Disclosure number		Description	Response/Cross reference/ Unit of measurement	2018	2019	2020	UNGC principles	ICMM principles	SASB	Comments
Socioeconomic Compliance										
GRI 419	419-DMA	Disclosure on Management Approach	ESG A-Z: Ethics Glencore AR: Ethics and compliance (pp. 38-43) Other: Global Anti-Corruption Policy							
GRI 419	419-1	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area	ESG A-Z: Ethics Glencore AR: Ethics and compliance (pp. 38-43) Other: Global Anti-Corruption Policy							Glencore AR: Financial Review. Significant items (p. 46-47).

\* Independently assured by Deloitte LPP for 2020



## Additional greenhouse gas emission information

This section contains additional information on Glencore's greenhouse gas emission reporting and performance. The information is complementary to Glencore's climate change disclosures as part of the 2020 Annual Report, 2020 Sustainability Report, Climate Report 2020: Pathway to Net Zero and the GRI section of the Glencore Environmental, Social and Governance data 2020.

### EMISSIONS IN DEPTH

#### 1. Additional greenhouse gas emission information: basis of reporting

Glencore's greenhouse gas emission reporting is based upon the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised edition), applying the operational control boundary.

#### 2. Greenhouse gas emission factors – Scope 1

Region	Type	Greenhouse Gas	Value	Unit	Effective Date	Description
Global	Natural Gas	Carbon Dioxide	56,100	kg GHG/TJ	01/01/2014	GHG Protocol Cross-Sector Tools – Stationary Combustion – (April 2014)
Global	Natural Gas	Methane	5.00000	kg GHG/TJ	01/01/2014	
Global	Natural Gas	Nitrous Oxide	0.10000	kg GHG/TJ	01/01/2014	
Global	Residual fuel oil	Carbon Dioxide	3,127	kg GHG/t (metric)	01/01/2014	
Global	Residual fuel oil	Methane	0.40400	kg GHG/t (metric)	01/01/2014	
Global	Residual fuel oil	Nitrous Oxide	0.02424	kg GHG/t (metric)	01/01/2014	
Global	Anthracite	Carbon Dioxide	2,625	kg GHG/t (metric)	01/01/2014	
Global	Anthracite	Methane	0.26700	kg GHG/t (metric)	01/01/2014	
Global	Anthracite	Nitrous Oxide	0.04005	kg GHG/t (metric)	01/01/2014	
Global	Coke oven coke	Carbon Dioxide	3,017	kg GHG/t (metric)	01/01/2014	
Global	Coke oven coke	Methane	0.28200	kg GHG/t (metric)	01/01/2014	
Global	Coke oven coke	Nitrous Oxide	0.04230	kg GHG/t (metric)	01/01/2014	
Global	Other kerosene	Carbon Dioxide	2.51938	kg GHG/L	01/01/2014	
Global	Other kerosene	Methane	0.00035	kg GHG/L	01/01/2014	
Global	Other kerosene	Nitrous Oxide	0.00002	kg GHG/L	01/01/2014	
Global	Gas/Diesel oil	Carbon Dioxide	2.67649	kg GHG/L	01/01/2014	
Global	Gas/Diesel oil	Methane	0.00036	kg GHG/L	01/01/2014	
Global	Gas/Diesel oil	Nitrous Oxide	0.00002	kg GHG/L	01/01/2014	

Global	Naphtha	Carbon Dioxide	2.51162	kg GHG/L	01/01/2014	
Global	Naphtha	Methane	0.00034	kg GHG/L	01/01/2014	
Global	Naphtha	Nitrous Oxide	0.00002	kg GHG/L	01/01/2014	
Global	Liquified Petroleum Gases	Carbon Dioxide	1.61170	kg GHG/L	01/01/2014	
Global	Liquified Petroleum Gases	Methane	0.00013	kg GHG/L	01/01/2014	
Global	Liquified Petroleum Gases	Nitrous Oxide	0.00000	kg GHG/L	01/01/2014	
Global	Gasoline/Petrol	Carbon Dioxide	8.59873	kg GHG/gal (US)	01/01/2014	GHG Protocol Cross-Sector Tools – Transport Fuel Use – (April 2014)
Global	On-Road Diesel Fuel	Carbon Dioxide	10.13100	kg GHG/gal (US)	01/01/2014	
Global	Heavy fuel oil	Carbon Dioxide	11.12500	kg GHG/gal (US)	01/01/2014	
Global	Methane combusted	Carbon Dioxide	2.81016	t GHG (metric)/t (metric)	01/01/2006	Australian National Greenhouse Accounts (NGA) factors 2006 – Table 2.3: (Coal mine waste gas that is captured for combustion)
Global	Limestone flux reductant	CO2e	0.44000	kg GHG/kg	01/01/2006	GHG Protocol sector specific – Iron and steel 2008

### 3. Greenhouse gas emission factors – Scope 2, purchased electricity grid emission factors

Region	Type	Greenhouse Gas	Value	Unit	Effective Date	Description
Canada – Nova Scotia	Purchased electricity	Carbon Dioxide	0.72	kg GHG/kWh	01/01/2018	National Intensity Report 1990 – 2018, Canada's 2020 UNFCCC Submission, Part 3, Table A13-4, page 62, CO2 intensity (g CO2/kWh) for 2018. Link: <a href="https://unfccc.int/sites/default/files/resource/can-2020-nir-14apr20_0.zip">https://unfccc.int/sites/default/files/resource/can-2020-nir-14apr20_0.zip</a>
Canada – British Columbia	Purchased electricity	Carbon Dioxide	0.0123	kg GHG/kWh	01/01/2018	
Canada – Quebec	Purchased electricity	Carbon Dioxide	0.0013	kg GHG/kWh	01/01/2018	
Canada – Ontario	Purchased electricity	Carbon Dioxide	0.029	kg GHG/kWh	01/01/2018	
Canada – New Brunswick	Purchased electricity	Carbon Dioxide	0.29	kg GHG/kWh	01/01/2018	
US Egrid – ERCT	Purchased electricity	Carbon Dioxide	936	lb GHG/MWh	01/01/2018	USA e-Grid value for 2018. Source: tab SRL18, column SRCO2RTA of 2020 file <a href="https://www.epa.gov/energy/emissions-generation-resource-integrated-database-egrid">https://www.epa.gov/energy/emissions-generation-resource-integrated-database-egrid</a>
US Egrid – CAMX	Purchased electricity	Carbon Dioxide	498.686	lb GHG/MWh	01/01/2018	
US Egrid – NEWE	Purchased electricity	Carbon Dioxide	527.564	lb GHG/MWh	01/01/2018	
US Egrid – NWPP	Purchased electricity	Carbon Dioxide	643.363	lb GHG/MWh	01/01/2018	



Australia – New South Wales	Purchased electricity	Carbon Dioxide	0.81	kg GHG/kWh	01/01/2020	Australia National Greenhouse Account Factors (NGER) update October 2020 Table 5 Indirect (scope 2) emission factors for consumption of purchased electricity from the grid, page 19, <a href="https://www.industry.gov.au/sites/default/files/2020-10/national-greenhouse-accounts-factors-2020.pdf">https://www.industry.gov.au/sites/default/files/2020-10/national-greenhouse-accounts-factors-2020.pdf</a>
Australia – Queensland	Purchased electricity	Carbon Dioxide	0.81	kg GHG/kWh	01/01/2020	
Australia – Western Australia	Purchased electricity	Carbon Dioxide	0.68	kg GHG/kWh	01/01/2020	
Australia – Northern Territory	Purchased electricity	Carbon Dioxide	0.62	kg GHG/kWh	01/01/2020	
Argentina	Purchased electricity	Carbon Dioxide		g GHG/kWh	01/01/2018	IEA CO2 Emission Factors (2020 edition): CO <sub>2</sub> emissions per kWh from electricity generation. Please note: this 2020 document contains the grid emission factors valid as per 2018. External dissemination of any IEA data requires specific permission which is why the relevant emission factors are not disclosed in this document.
Bolivia	Purchased electricity	Carbon Dioxide		g GHG/kWh	01/01/2018	
Chile	Purchased electricity	Carbon Dioxide		g GHG/kWh	01/01/2018	
Colombia	Purchased electricity	Carbon Dioxide		g GHG/kWh	01/01/2018	
Democratic Republic of the Congo	Purchased electricity	Carbon Dioxide		g GHG/kWh	01/01/2018	
Germany	Purchased electricity	Carbon Dioxide		g GHG/kWh	01/01/2018	
Italy	Purchased electricity	Carbon Dioxide		g GHG/kWh	01/01/2018	
Kazakhstan	Purchased electricity	Carbon Dioxide		g GHG/kWh	01/01/2018	
Norway	Purchased electricity	Carbon Dioxide		g GHG/kWh	01/01/2018	
Peru	Purchased electricity	Carbon Dioxide		g GHG/kWh	01/01/2018	
South Africa	Purchased electricity	Carbon Dioxide		g GHG/kWh	01/01/2018	
Spain	Purchased electricity	Carbon Dioxide		g GHG/kWh	01/01/2018	
United Kingdom	Purchased electricity	Carbon Dioxide		g GHG/kWh	01/01/2018	
Zambia	Purchased electricity	Carbon Dioxide		g GHG/kWh	01/01/2018	



4. Global warming potential (GWP) values relative to CO<sub>2</sub>

Region	Chemical formula	Greenhouse Gas	Global warming potential	Unit	Effective Date	Description
Global	CO <sub>2</sub>	Carbon dioxide	1	g CO <sub>2</sub> e/g CO <sub>2</sub>	All years	IPCC Fifth Assessment Report, 2014 (AR5), GWP values for 100-year time horizon
Global	CH <sub>4</sub>	Methane	28	g CO <sub>2</sub> e/g CH <sub>4</sub>	All years	IPCC Fifth Assessment Report, 2014 (AR5), GWP values for 100-year time horizon
Global	N <sub>2</sub> O	Nitrous oxide	265	g CO <sub>2</sub> e/g N <sub>2</sub> O	All years	IPCC Fifth Assessment Report, 2014 (AR5), GWP values for 100-year time horizon

## 5. Additional greenhouse gas emission information: participation in emission trading schemes in 2020

Emission trading scheme name	Carbon allowances allocated	Carbon allowances purchased	Verified emissions (t CO <sub>2</sub> e)	Description
European Union ETS	647,071	99,856	290,450	Zinc operations in Germany, Italy and Spain
Quebec cap and trade system	289,835	15,930	323,009	Copper , Zinc and Nickel operations in Quebec, Canada

## 6. Additional greenhouse gas emission information: break down of coal production by mine type

Mine type	2018	2019	2020	Description
Underground	13%	13%	15%	Percentage of coal production from underground operations
Surface	87%	87%	85%	Percentage of coal production from surface operations





# Glossary

## A

### ASM

Artisanal and small-scale mining.

## C

### Carbon Scope 1 and Scope 2 location-based intensity

The carbon Scope 1 and 2 location-based intensity is calculated as a ratio of Scope 1 and 2 location-based emissions of Glencore operated industrial assets owned at the end of the reporting year, divided by their copper equivalent production. Further synonyms of these metrics used in this report include 'carbon emissions intensity' and 'greenhouse gas emissions intensity'.

### Care and maintenance

A phase in the life cycle of an asset where mining, processing and/or operations temporarily ceased and are placed into care and maintenance, ready to be restarted again, as circumstances allow.

### CCUS

Carbon capture, utilisation and storage.

### CDP

CDP is an international, not-for-profit organisation that provides a global system for companies and cities to measure, share and disclose environmental information. See [cdp.net](https://cdp.net) for further information

### Closure plan

A formal document detailing a costed conceptual outline of how Glencore will close an operation, taking into account the options available to deal with prevailing social and environmental issues. We set aside funds specifically for site closure, including land rehabilitation.

### CO<sub>2</sub>e

Carbon dioxide equivalent (CO<sub>2</sub>e) is the universal unit of measurement for the global warming potential (GWP) of greenhouse gases (GHG), where one unit of CO<sub>2</sub>e is the GWP for one unit of carbon dioxide. This unit allows us to discuss the equivalence of different GHGs in terms of their GWP. The GWPs used in this report are one for CO<sub>2</sub>, 28 for methane and 265 for nitrous oxide, as per IPCC's 5th Assessment.

### Commodity department

Glencore's business is divided into a number of commodity departments, including copper, nickel, ferroalloys and zinc. See [glencore.com/who-we-are/at-a-glance/](https://glencore.com/who-we-are/at-a-glance/) for a full list

### Concentrate

A natural commodity consisting of extracted and processed mineral ores; the first step towards producing refined minerals and metals.

### Copper equivalent

We calculate a product-specific production value by dividing the average price of a specific product in a baseline year with the average price of copper in the same baseline year.

### Critical control

A control that is crucial to preventing or mitigating the consequences of an event. The absence or failure of a critical control would significantly increase the risk connected to the relevant hazard, regardless of the existence of other controls. Controls include mitigation and management actions, devices and technical systems.

### CSIRO

The Commonwealth Scientific and Industrial Research Organisation (CSIRO) is an Australian federal government agency responsible for scientific research. Its chief role is to improve the economic and social performance of industry for the benefit of the Commonwealth.

### CTSCo

Glencore's wholly-owned subsidiary, the Carbon Transport and Storage Company Pty Ltd (CTSCo), is developing a CCUS project.



Glossary  
continued

## D

**Direct energy**

Energy used and generated by our operations, including energy generated by combustion in boilers, furnaces and vehicles owned or controlled by us. Sources include coal, coke, diesel, gasoline, biomass, biodiesel, fuel oil, jet fuel, kerosene, LPG, naphtha, natural gas, propane and electricity generated from renewable source or recovered on-site. See 'indirect energy'.

**DPM**

Diesel particulate matter.

## E

**EITI**

The Extractive Industries Transparency Initiative (EITI) aims to strengthen governance by improving transparency and accountability in the extractives sector (oil, gas and mining). EITI promotes revenue transparency by monitoring and reconciling payments from the extractive businesses and government revenues at country level, as well transparency in commodity trading.

**ESG**

Environment, social and governance.

## F

**Ferroalloys**

Various iron alloys that have a high proportion of one or more other elements, eg manganese, chrome or silicon.

## G

**GHG**

Greenhouse gas.

**Greenhouse Gas Protocol**

Standards and guidance for corporate accounting and reporting on GHG emissions, which help governments and business leaders to understand, quantify, and manage GHG emissions (eg CO<sub>2</sub>). The Greenhouse Gas Protocol separates GHG emissions into different scopes depending on source.

**GRI**

The Global Reporting Initiative (GRI) is an international independent standards organisation that develops and disseminates voluntary sustainability reporting frameworks; there is a specific supplement for the mining and metals industry.

**Grievance process**

A formal grievance process/mechanism for local community members or other stakeholders to use to register any concerns about real or perceived actions by nearby operations, with the objective of resolving problems before they escalate.

## H

**Hazardous**

Dangerous, as defined by national legislation.

**HELE**

High-efficiency, low-emission.

**Hours worked**

Total hours worked by employees and contractors at our industrial sites, including overtime but excluding any scheduled or unscheduled absence (eg holidays or sickness) during the reporting year.

**HPRI**

High-potential risk incidents (HPRI) could potentially result in a catastrophic or major outcome. See 'incident classification'

**HSEC-HR**

Health, safety, environment and communities and Human Rights.

## I

**ICMM**

The International Council on Mining & Metals (ICMM) is an industry trade body dedicated to establishing and promoting leading sustainability practices.



**Glossary**

continued

**ISCV**

The ICMM's Initiative for Safer Cleaner Vehicles is building an evolving industry pathway towards the safest approach for controlling potential vehicle interactions.

**Incident classification**

We classify the severity of all sustainability-related incidents against a five-point scale, 1: negligible, 2: minor, 3: moderate, 4: major and 5: catastrophic.

**IFC**

The International Finance Corporation (IFC) is part of the World Bank Group; it finances private sector ventures and projects in developing countries and provides these with advice and guidelines.

**ILO**

The International Labour Organization (ILO) is a United Nations agency for the promotion of social justice and internationally recognised human and labour rights.

**ILO Declaration**

In 1988, the ILO adopted the Declaration on Fundamental Principles and Rights at Work, with the core categories of collective bargaining, discrimination, forced labour and child labour.

**Indirect energy**

Energy used by our sites, but supplied by third parties, often as electricity. This includes electricity, steam and heating/cooling. See 'direct energy'.

**Industrial activities**

Glencore term covering assets and activities focused on exploring, extracting, processing, refining and delivering commodities, which provide a source of physical commodities for the Group's marketing activities. See 'marketing activities'.

**IPCC**

The United Nations Intergovernmental Panel on Climate Change (IPCC) assesses scientific, technical and socio-economic information on the risk of human-induced climate change. The United Nations Environment Programme and the World Meteorological Organization established the IPCC.

**L****LBMA**

The London Bullion Market Association (LBMA) is an international trade association, representing the London market for gold and silver bullion, which promotes refining standards, trading documentation and the development of good trading practices.

**LTIs**

Lost time injuries (LTIs) are recorded when an employee or contractor is unable to work following an incident. We record lost days as beginning on the first rostered day that the worker is absent after the day of the injury. The day of the injury is not included. LTIs do not include restricted work injuries (RWIs) and fatalities.

**LTIFR**

The lost time injury frequency rate (LTIFR) is the total number of LTIs recorded per million hours worked.

**M****MACC**

A marginal abatement cost curve (MACC) is an estimate of the volume and costs of opportunities to reduce emissions in a given year.

**Marketing activities**

Glencore term relating to the marketing and trading of commodities, which focus on sourcing a diversified range of physical commodities from third-party suppliers and from industrial assets in which Glencore has full or part ownership interests. These commodities are sold, often with value-added services such as freight, insurance, financing and/or storage, to a broad range of customers and industrial commodity. See 'industrial activities'.

**Mining Technology Steering Team (MTST)**

The MTST is an internal, cross-departmental, technology working group that investigates how technology can reduce the health and safety risks faced in our operations

**N****NDCs**

Nationally Determined Contributions (NDCs) are the efforts by each country to reduce national emissions and adapt to the impacts of climate change.

**O****OECD**

The Organisation for Economic Co-operation and Development (OECD) is an international organisation that provides a forum in which governments can work together to share experiences and seek solutions to tackle economic, social, environmental and governance challenges.



## Glossary

continued

### Occupational disease

Any chronic ailment or illness that occurs as a result of work or occupational activity; these are typically identified as being more prevalent in a given body of workers than in the general population, or in other worker populations. An occupational disease is different from an occupational injury.

## P

### The Paris Agreement

An agreement within the United Nations Framework Convention on Climate Change, dealing with GHG emissions mitigation, adaptation, and finance, signed in 2016.

### Petajoule (PJ)

A measure of energy equivalent to a thousand trillion joules, or  $10^{15}$  joules, usually used to express energy consumption by cities or major industries.

## S

### SafeWork

A Glencore initiative to change attitudes towards safety and bring about long-term sustainable change to eliminate fatalities and serious injuries.

### Safeguard Mechanism

The Safeguard Mechanism provides a framework for Australia's largest emitters to measure, report and manage their emissions.

### Scope 1 emissions

Greenhouse gas emissions from owned or controlled sources (ie direct emissions), including emissions from combustion in owned or controlled boilers, furnaces and vehicles/vessels and coal seam emissions. We measure our Scope 1 emissions in CO<sub>2</sub>e.

### Scope 2 – location-based emissions

This approach applies grid emission factors to all purchased electricity, regardless of contractual purchase arrangements. We measure our Scope 2 – location-based emissions in CO<sub>2</sub>.

### Scope 2 – market-based emissions

This approach applies GHG emissions from contractual arrangements; we apply supplier-specific emission factors when relevant and available, but where they are not, the country's residual or grid emission factor is applied. We measure our Scope 2 – market-based emissions in CO<sub>2</sub>.

### Scope 3 emissions

Indirect greenhouse gas emissions (not included in Scope 2) that occur in our value chain, including both upstream and downstream emissions.

## T

### Tailings

The residue of an industrial process, especially residue that contains mineral ore.

### TSF

Tailings are stored in purpose-built tailings storage facilities (TSFs).

### TRIFR

The total recordable injury frequency rate (TRIFR) is the sum of fatalities, LTIs, restricted work injuries (RWIs) and medical treatment injuries (MTIs) per million hours worked. The metric represents all injuries that require medical treatment beyond first aid.

## U

### United Nations Global Compact (UNGC)

The UNGC is a voluntary initiative based on CEO commitments to implement universal sustainability principles and to take steps to support the UN Sustainable Development Goals.

### United Nations Guiding Principles

The United Nations Guiding Principles on Business and Human Rights are a set of guidelines for states and companies to prevent, address and remedy human rights abuses committed in business operations.

### Universal Declaration of Human Rights

The Universal Declaration of Human Rights is a common standard for all peoples and all nations that sets out fundamental human rights to be universally protected.

## V

### Voluntary Principles

The Voluntary Principles on Security and Human Rights (Voluntary Principles) Initiative is a multi-stakeholder initiative involving governments, companies and NGOs, which promotes a set of principles for oil, gas and mining companies to guide them in providing security for their operations in a manner that respects human rights.



**Glossary**

continued

**W****Water discharge**

Total of water effluents discharged over the course of the reporting period to subsurface waters, surface waters, sewers, treatment facilities, etc. See 'water output'.

**Water input**

Total amount of water withdrawal plus water entrained in ore that is processed. See 'water withdrawal'.

**Water output**

Total amount of water discharged plus water entrained in waste material, final product and by-products, and water lost to evaporation and other losses. See 'water discharge'.

**Water quality**

The Water Accounting Framework for the Minerals Industry of the Minerals Council of Australia assesses the quality of water into three categories:

- **Category 1:** water that is of a high quality and requires minimal and inexpensive treatment (for example disinfection and pond settlement of solids) to raise the quality to appropriate drinking water standards.
- **Category 2:** water that is of a medium quality with individual constituents encompassing a wide range of values. It requires a moderate level of treatment such as disinfection, neutralisation, removal of solids and chemicals to meet appropriate drinking water standards.
- **Category 3:** water that is of a low quality with individual constituents encompassing high values of total dissolved solids, elevated levels of dissolved metals or extreme levels of pH (high or low). It requires significant treatment to remove dissolved solids and metals, neutralise and disinfect to meet appropriate drinking water standards.

**Water withdrawal**

Total amount of water drawn into the boundaries of the reporting organisation from all sources for any use over the course of the reporting period. Includes surface water, groundwater, rainwater, potable water and non-potable water imported from third parties. See 'water input'.

**Workforce**

References to our workforce include both employees and contractors.



# Assurance statement

## Independent assurance report to Glencore plc on selected information in the 2020 Sustainability Report

### An overview of the scope of our assurance work

We have been engaged by Glencore plc (Glencore or the Company) to perform a limited assurance engagement on the following selected sustainability information (Subject Matter) reported in the Glencore 2020 Sustainability Report, and its associated Environmental, Social and Governance data and GRI Index for the year ended 31 December 2020. Each of these are available on Glencore's website <http://www.glencore.com/sustainability>.

### Selected Subject Matter for assurance

Glencore's disclosures in the 2020 Sustainability Report regarding subject matters 1 to 5 of the International Council of Mining and Metals (ICMM) Sustainable Development Framework, including:

- the alignment of its policies to the ten ICMM Sustainable Development Principles and Position Statements (ICMM Subject Matter 1);

- the approach that it has adopted to identify and prioritise its material sustainable development risks and opportunities, described on pages 17-18 of the Sustainability Report 2020 (ICMM Subject Matter 2);
- the existence and status of implementation of systems and approaches used to manage and report its material sustainable development risks and opportunities (ICMM Subject Matter 3);
- the Company's reported performance during the given reporting period for selected key performance indicators presented in Table 1 (ICMM Subject Matter 4); and
- its self-declaration of preparing the Report in accordance with the Global Reporting Initiative (GRI) Standards at a core level, as stated in the Sustainability Report 2020 and its associated Environmental, Social and Governance data and GRI Index (ICMM Subject Matter 5).

### Reporting Criteria

The above Subject Matter has been assessed against the criteria provided in the ICMM Sustainable Development Framework Assurance Procedure and the definitions and approaches in the GCP Detailed Indicator Definitions, Version 1, dated 11 December 2019 (Glencore's Reporting Criteria), which is available to users upon request.

Table 1: ICMM Subject Matter 4

Material risks and opportunities	Report Page <sup>1</sup>	Key performance indicators	Assured figure
Catastrophic hazard management	85	Total number of major (Category 4) and catastrophic (Category 5) spills	0
Workplace health and safety	34	Total number of Fatalities (employee and contractor)	8
		Total Recordable Injury Frequency Rate (employee and contractor) (injuries per million working hours)	2.65
		Total Lost Time Injury Frequency Rate (employee and contractor) (injuries per million working hours)	0.94
Climate change and energy	36	Total direct and indirect energy consumption (PJ)	180
		Total Scope 1 GHG emissions (million tonnes of CO <sub>2</sub> e)	15.0
		Total Scope 2 GHG emissions – location-based (million tonnes of CO <sub>2</sub> )	9.3
		Total Scope 3 GHG emissions – losses from transmission and distribution of electricity (million tonnes of CO <sub>2</sub> e) <sup>2</sup>	0.7
		Total Scope 3 GHG emissions from use of sold products (fossil fuels, million tonnes of CO <sub>2</sub> e)	253.1
Water	32	Total water withdrawal (million m <sup>3</sup> )	1,027
		Total water discharge (million m <sup>3</sup> ) <sup>2</sup>	669
Responsible citizenship	9	Total amount of Payments made to Governments (million USD)	5,793

<sup>1</sup> Page references are provided to the Sustainability Report 2020

<sup>2</sup> KPIs will be reported in the associated Environmental, Social and Governance data and GRI Index



## Assurance statement continued

### Our assurance conclusion

Based on our procedures described in this report, nothing has come to our attention that causes us to believe that the selected Subject Matter, stated above and on the indicated pages of the Sustainability Report 2020 and associated Environmental, Social and Governance data and GRI Index, for the year ended 31 December 2020, have not been prepared, in all material respects, in accordance with the Reporting Criteria.

Respective responsibilities of Directors and independent assurance provider

The Directors are responsible for the preparation of the sustainability information and statements contained within Glencore's Sustainability Report. They are responsible for determining Glencore's sustainability objectives and for establishing and maintaining appropriate performance management and internal control systems from which the reported information is derived.

Our responsibility is to express a conclusion on the selected subject matter based on our procedures. We conducted our engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised) Assurance Engagements other than Audits or Reviews of Historical Financial Information issued by the International Auditing and Assurance Standards Board. This standard requires that we comply with the independence and ethical requirements and to plan and perform our assurance engagement to obtain sufficient appropriate evidence on which to base our limited assurance conclusion. We performed the engagement in accordance with Deloitte's independence policies, which cover all of the requirements of the International Ethics Standards Board for Accountants Code of Ethics and the Financial Reporting Council Revised Ethical Standard 2019 and in some areas are more restrictive. The firm applies the International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

The evidence gathering procedures for a limited assurance engagement are more limited than for a reasonable assurance engagement which is akin to a financial audit, and therefore less assurance is obtained than for a reasonable assurance engagement.

### Work performed

Our limited assurance procedures included, primarily:

- Making enquiries of management and senior executives to obtain an understanding of the overall internal control environment, risk management, materiality assessment and stakeholder engagement processes relevant to the identification, management and reporting of Glencore's material sustainable development issues, and associated selected key performance indicators.
- Evaluation of the design of controls and functionality of the Group sustainability information management and reporting database (GCP database) at a corporate level.
- Analytical Reviews and trend analysis of reported data per commodity department;

- Conducting remote asset reviews at a sample of assets, selected on a judgmental basis on materiality of contribution to reported group KPI data, geographic coverage (Europe, South Africa, Australia, North America and South America) and commodity coverage (coal, copper, ferroalloys, nickel, and zinc). This work was performed to:

- Corroborate consistency in understanding and application of Glencore Reporting Criteria; and
- Identify systemic challenges to data measurement, collection, reporting and control processes, or issues pervasive to region, department and / or group, for the selected performance indicators.

We believe that our evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.



**Assurance statement**

continued

**Inherent limitations**

Inherent limitations exist in all assurance engagements due to the selective enquiry of the information being examined. Therefore fraud, error or non-compliance may occur and not be detected. Additionally non-financial information, such as that included in Glencore's Sustainability Report 2020, and Glencore's website page 'ESG A-Z' is subject to more inherent limitations than financial information, given the nature and methods used for determining, calculating, and sampling or estimating such information.

Our work has been undertaken so that we might state to the Company those matters we are required to state to them in this report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Glencore for our work, for this report, or for the conclusions we have formed.

While we acknowledge that this report will be published on the Glencore website, the maintenance and integrity of that website is the responsibility of the Directors of Glencore. The work that we carried out does not involve consideration of the maintenance and integrity of that website and, accordingly, we accept no responsibility for any changes that may have occurred to this report and Glencore's Reports since they were initially presented on the website.

**Deloitte LLP**

London, United Kingdom

14 April 2021



## Important notice

Important notice concerning this report including forward-looking statements

This document contains statements that are, or may be deemed to be, forward-looking statements which are prospective in nature. These forward-looking statements may be identified by the use of forward-looking terminology, or the negative thereof such as outlook, plans, expects or does not expect, is expected, continues, assumes, is subject to, budget, scheduled, estimates, aims, forecasts, risks, intends, positioned, predicts, anticipates or does not anticipate, or believes, or variations of such words or comparable terminology and phrases or statements that certain actions, events or results may, could, should, shall, would, might or will be taken, occur or be achieved. Forward-looking statements are not based on historical facts, but rather on current predictions, expectations, beliefs, opinions, plans, objectives, goals, intentions and projections about future events, results of operations, prospects, financial condition and discussions of strategy.

By their nature, forward-looking statements involve known and unknown risks and uncertainties, many of which are beyond Glencore's control. Forward-looking statements are not guarantees of future performance and may and often do differ materially from actual results. Important factors that could cause these uncertainties include, but are not limited to, those disclosed the Principal Risk and Uncertainties section of the Annual Report 2020.

For example, our future revenues from our assets, projects or mines will be based, in part, on the market price of the commodity products produced, which may vary significantly from current levels. These may materially affect the timing and feasibility of particular developments. Other factors include (without limitation) the ability to produce and transport products profitably, demand for our products, changes to the assumptions regarding the recoverable value of our tangible and intangible assets, the effect of foreign currency exchange rates on market prices and operating costs, and actions by governmental authorities, such as changes in taxation or regulation, and political uncertainty.

Neither Glencore nor any of its associates or directors, officers or advisers, provides any representation, assurance or guarantee that the occurrence of the events expressed or implied in any forward-looking statements in this document will actually occur. You are cautioned not to place undue reliance on these forward-looking statements that only speak as of the date of this document.

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No statement in this document is intended as a profit forecast or a profit estimate and past performance cannot be relied on as a guide to future performance. This document does not constitute or form part of any offer or invitation to sell or issue, or any solicitation of any offer to purchase or subscribe for any securities.

The companies in which Glencore plc directly and indirectly has an interest are separate and distinct legal entities. In this document, Glencore, Glencore group and Group are used for convenience only where references are made to Glencore plc and its subsidiaries in general. These collective expressions are used for ease of reference only and do not imply any other relationship between the companies. Likewise, the words we, us and our are also used to refer collectively to members of the Group or to those who work for them. These expressions are also used where no useful purpose is served by identifying the particular company or companies.



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### Our sustainability communications

Our Sustainability Report 2020 forms part of Glencore's annual corporate reporting suite. It expands on the information provided in our Annual Report 2020 and details how we address our material sustainability risks and opportunities.

In addition to this report, we also publish an annual Modern Slavery Statement and Payments to Governments report, as well as regular updates on our activities via our website and social media platforms.

Further information on our stakeholder engagement activities is available in our 2020 Annual Report (Section 172 Statement on page 24) and on our website:

[www.glencore.com/sustainability/stakeholder-engagement](https://www.glencore.com/sustainability/stakeholder-engagement)

### Find us on:

