



Energising
today



Advancing
tomorrow

Strategic overview	Material topics			Additional information				
Contents	At a glance	Performance dashboard	Chair's introduction	Chief Executive Officer's review	Our business model	Sustainability governance	Materiality assessment	Stakeholder engagement

Energising today:

As the world moves towards a low-carbon economy, we are focused on supporting the energy needs of today whilst investing in our transition metals portfolio.

Advancing tomorrow:

The world of tomorrow will look very different, with new sources of energy and ever greater levels of connectivity. The metals we produce, source and market will support the global ambition to decarbonise.

Welcome to Glencore's 2022 Sustainability Report. This report sets out our performance and progress across our material sustainability-related topics for the year ending December 2022.

It also includes our ESG Data Book and GRI Index 2022.



Explore our Sustainability Report online at: [glencore.com/publications](https://www.glencore.com/publications)

Strategic overview	
At a glance	3
Performance dashboard	6
Meeting our targets	7
Chair's introduction	8
Chief Executive Officer's review	9
Our business model	10
Sustainability governance	11
Materiality assessment and topics	13
Stakeholder engagement	16
Material topics	
Catastrophic hazards management	19
Health and safety	23
Water	29
Land stewardship	33
Human rights	39
Responsible citizenship	47
Responsible sourcing and supply	55

Additional information	
Commodity departments' overviews	60
ESG Data Book and GRI Index	66
Glossary	127
About this report	131
Assurance statement	133
Important notice about this report	136
Contact details	138

This document has not been prepared as financial or investment advice or to provide any guidance in relation to our future performance. It should be read as a whole, and in conjunction with our periodic reporting and other announcements. Refer to the Important notice concerning this report, including in relation to forward-looking statements, on page 136.

◇ Alternative performance measures
Adjusted measures referred to as alternative performance measures (APMs) which are not defined or specified under the requirements of International Financial Reporting Standards; refer to the 2022 Annual Report APMs section on page 260 for definitions, explanation of use and reconciliations and note 2 of the financial statements for reconciliation of Adjusted EBIT/EBITDA.

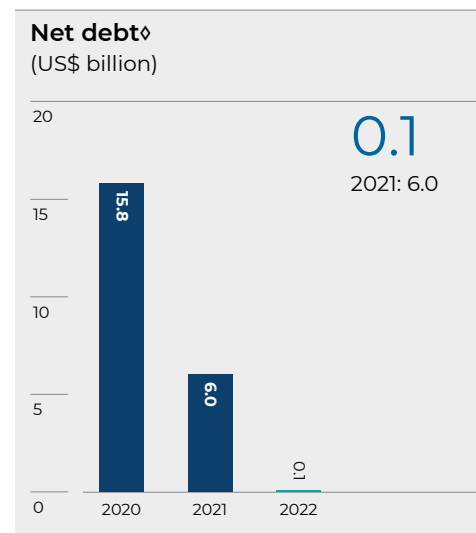
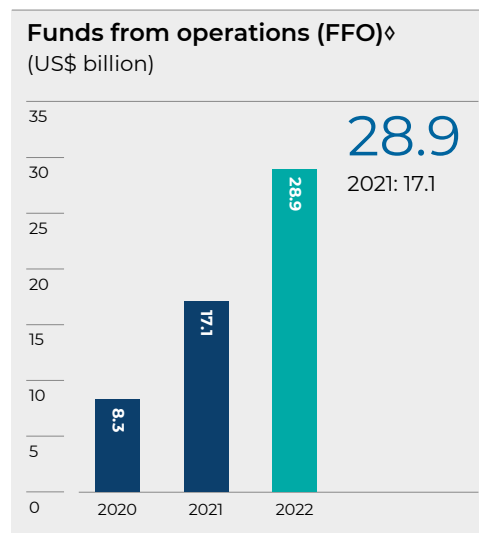
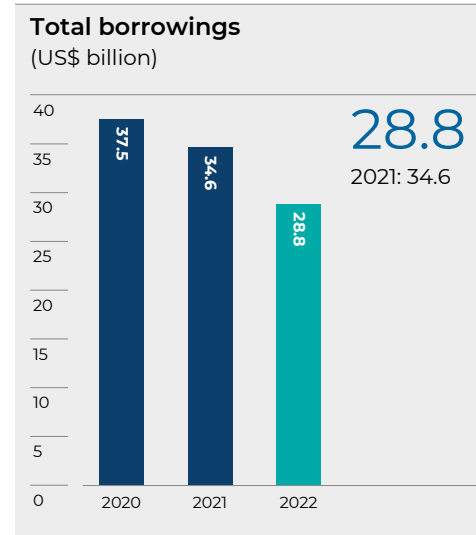
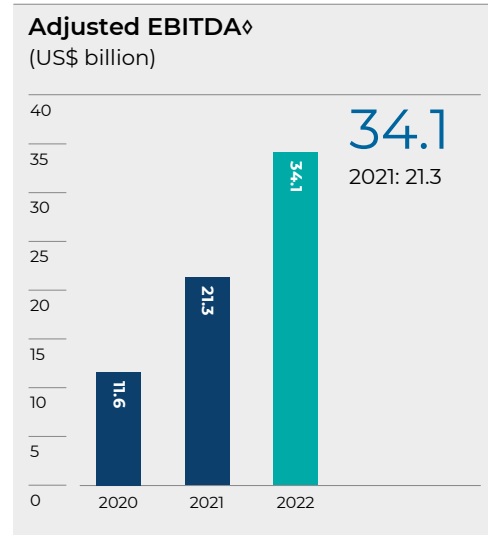
△ Selected ESG information
Selected Environmental, Social and Governance (ESG) metrics (Selected Information) in this report have been subject to independent limited assurance under ISAE 3000 (Revised) by Deloitte LLP. The Selected Information is identified by the △ symbol. The scope and limitations of Deloitte LLP's assurance are set out in their report on pages 133 to 135. See also the 2022 Basis of Reporting online at [glencore.com/publications](https://www.glencore.com/publications).

\$ US dollars
A \$ symbol refers to US dollars unless otherwise specified.

Contents	At a glance	Performance dashboard	Chair's introduction	Chief Executive Officer's review	Our business model	Sustainability governance	Materiality assessment	Stakeholder engagement
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At a glance

Financial highlights



“The unprecedented developments in global commodity markets in 2022 confirmed the strength of our diversified business model across Industrial and Marketing, delivering another year of record earnings.”

Gary Nagle
Chief Executive Officer

Sustainability highlights

CO₂e Scope 1 and 2 market-based (Million tonnes)

28.0^Δ
2021: 27.4 (restated)



CO₂e Scope 3 (Million tonnes)

342^Δ
2021: 365 (restated)



Lost time injury frequency rate per million hours worked

0.84^Δ
2021: 0.82



Total recordable injury frequency rate per million hours worked

2.2^Δ
2021: 2.4



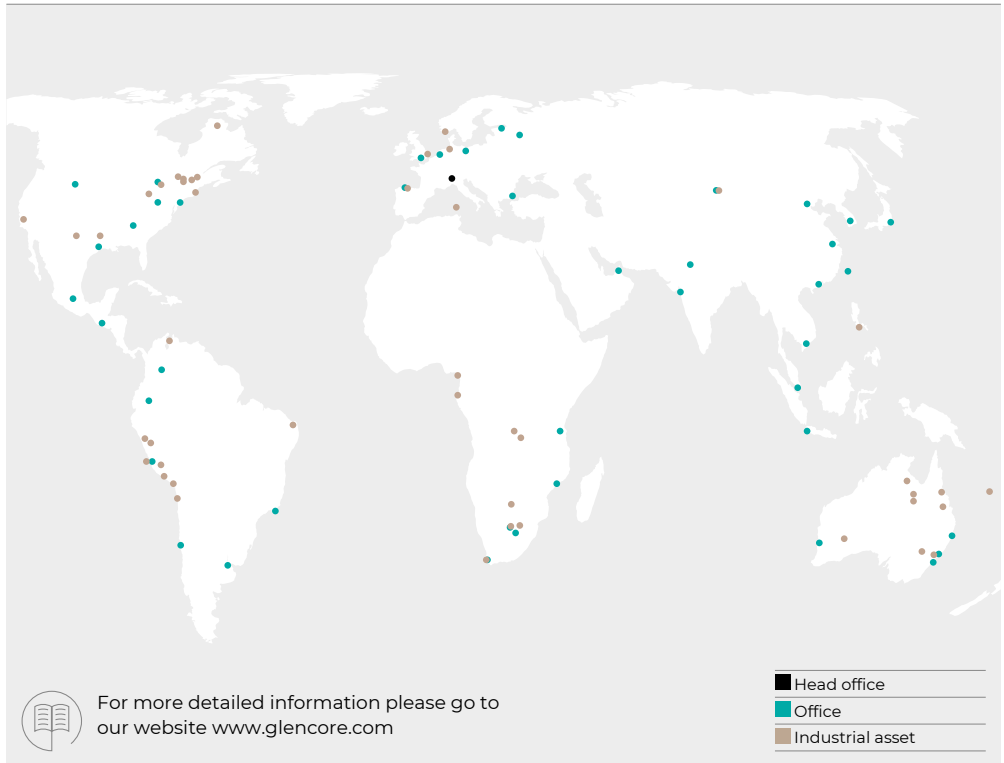
Community investment US\$ (million)

90
2021: 67



At a glance *continued*

Our global operations

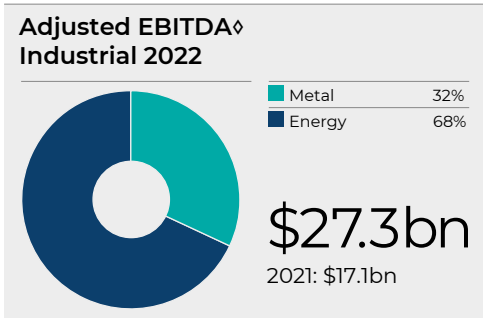


One of the world's largest natural resource companies

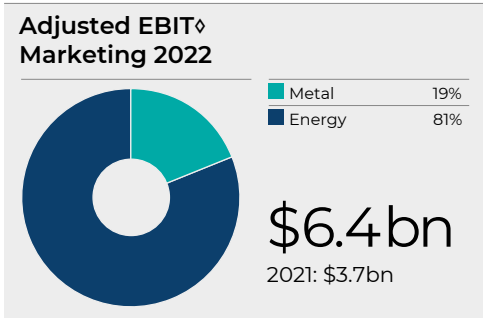
6 continents 35 countries c.140k employees and contractors >40 offices

...delivered through two business segments

Industrial activities
Our Industrial business spans the metals and energy markets, producing multiple commodities from over 60 industrial assets



Marketing activities
We move commodities from where they are plentiful to where they are needed



...supported by our Values

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

Responsibility
We take responsibility for our actions. We talk and listen to others to understand what they expect from us. We work to improve our commercial, social and environmental performance

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

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

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

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

Contents	At a glance	Performance dashboard	Chair's introduction	Chief Executive Officer's review	Our business model	Sustainability governance	Materiality assessment	Stakeholder engagement
----------	--------------------	-----------------------	----------------------	----------------------------------	--------------------	---------------------------	------------------------	------------------------

At a glance *continued*

Our purpose

Responsibly sourcing the commodities that advance everyday life

...influences our strategic priorities



Responsible and ethical production and supply

Our core Values 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.



Responsible portfolio management

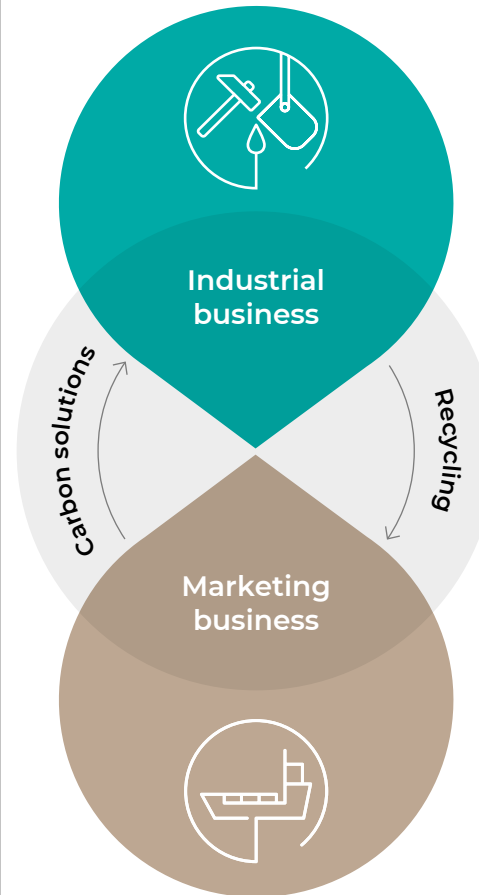
We will prioritise investment in metals that support the decarbonisation of energy usage as well as help meet demand for metals needed in everyday life. We will also reduce our coal production in line with our various climate action commitments.



Responsible product use

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

...which we deliver through our business model



...while engaging with our stakeholders and creating value

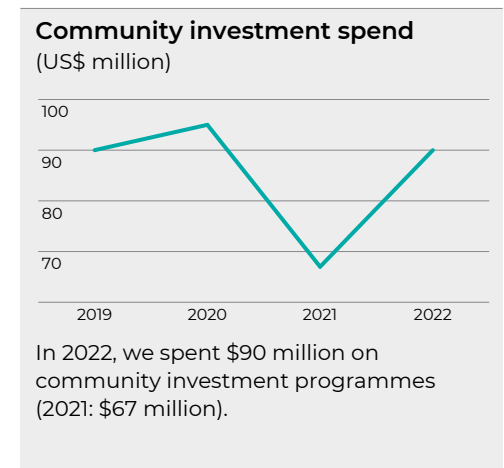
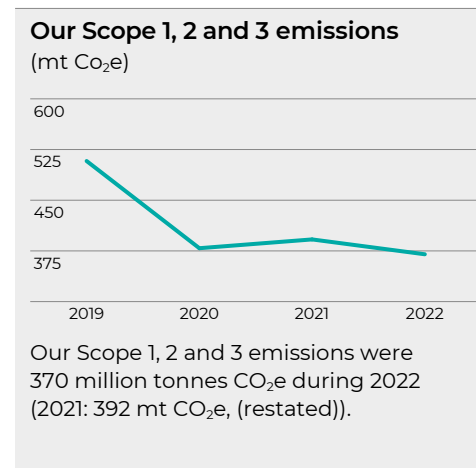
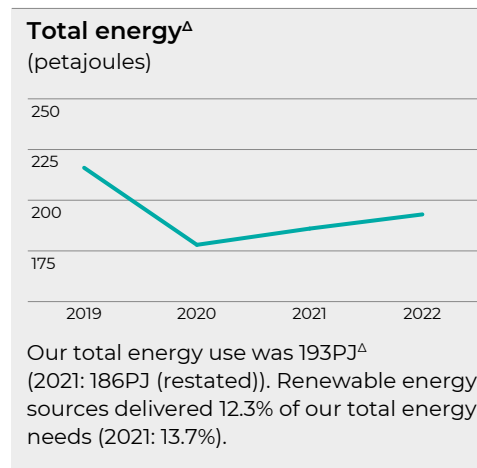
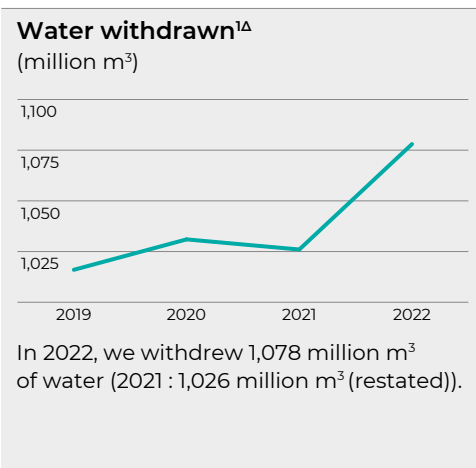
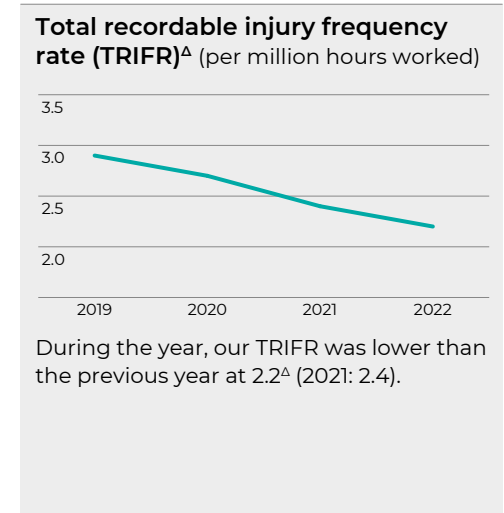
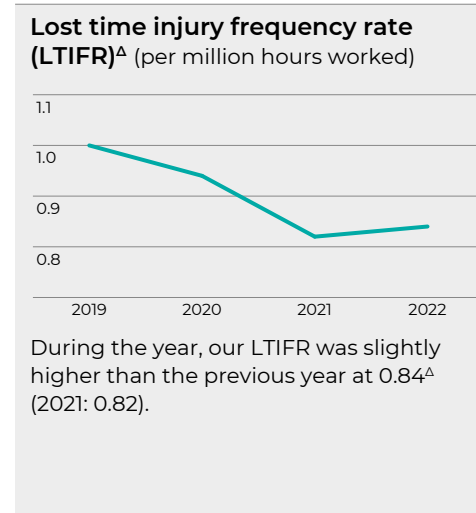
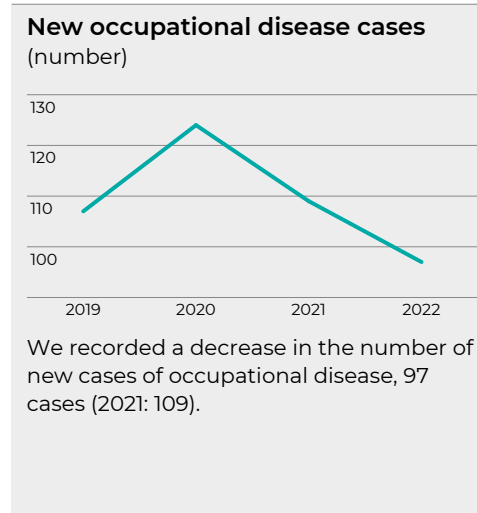


Performance dashboard

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



Our business activities support the delivery of relevant United Nations Sustainable Development Goals.



1. 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.

Contents	At a glance	Performance dashboard	Chair's introduction	Chief Executive Officer's review	Our business model	Sustainability governance	Materiality assessment	Stakeholder engagement
----------	-------------	------------------------------	----------------------	----------------------------------	--------------------	---------------------------	------------------------	------------------------

Meeting our targets

The development in 2021 of a new policy architecture, which included revised and new policies and standards, strengthened our governance for overseeing the achievement of our Group targets. During 2022, we continued to roll out these enhanced policies and standards Group-wide through a series of workshops and training programmes. Substantial implementation of the revised health, safety, environment, social performance and human rights (HSEC&HR) Standards by our industrial assets is expected to be completed by the end of 2023.

Both Group HSEC&HR and our commodity departments review progress on a monthly or quarterly basis, depending on the internal target.

Group target	2022 progress
Risk management and governance	
Implement a proactive risk-based approach to prevent HSEC&HR incidents.	We continued to implement our Enterprise Risk Management Standard that was launched in 2021. It includes our approach to catastrophic risks and the need to identify and monitor critical controls. Our commodity departments annually present their risk registers and key controls to eliminate or minimise the risks.
Compliance with the Global Industry Standard for Tailings Management (GISTM) for 'very high' and 'extreme' consequence TSFs by 5 August 2023 (all others by 5 August 2025).	We continued to implement the requirements of the GISTM.
Health	
Year-on-year reduction in the number of new occupational disease cases (excluding new cases from legacy exposures).	In 2022, we recorded 97 new occupational disease cases (2021: 109 cases).
Safety	
No work-related (occupational) fatalities.	It is with deep sadness that we recorded the loss of four ^A lives through work-related accidents at our industrial assets during 2022.
Environment	
15% reduction in our Scope 1, 2 and 3 emissions by the end of 2026 against a restated 2019 baseline.	We continue to make progress on our climate commitments and remain on track to meet our targets. During 2022, we recorded 27.0 Mt ^A of Scope 1 and 2 location-based emissions (2021 restated: 26.3 Mt) and 28.0 ^A Mt Scope 1 and 2 market-based emissions (2021 restated: 27.4 Mt). This increase is largely attributable to increased production from our Koniambo nickel and ferroalloys smelters.
50% reduction in our Scope 1, 2 and 3 emissions by the end of 2035 against a restated 2019 baseline.	
Our ambition of achieving net zero emissions for our Scope 1, 2 and 3 emissions by the end of 2050.	
By 2023, all industrial assets located in water-stressed regions ¹ to finalise the assessment of their material water-related risks, setting local targets and implementing actions to reduce impacts and improve performance.	We are in the process of finalising the assessment of material water-related risks for our industrial assets located in water-stressed regions, setting local targets, and implementing actions to reduce impacts and improve performance by the end of 2023.
No major or catastrophic ² environmental incidents.	We recorded no major or catastrophic environmental incidents ^A .
Social performance and human rights	
Do not cause or contribute to incidents resulting in severe ³ human rights impacts.	We do not have any recorded incidents, caused or contributed to, that resulted in severe human rights impacts.

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

2. For environment, major environmental incidents are defined as 'Widespread, but reversible, environmental impact to ecosystems, habitat or species (two to ten years to remediate)' while catastrophic environmental incidents are defined as 'Widespread environmental impact to ecosystems, habitat or species (irreversible, or >ten years to remediate)'.

3. Severe is the equivalent of catastrophic and major on Glencore's incident classification scale. 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 abuse of human rights.

Chairman's introduction

Committed to a safe workplace



Kalidas Madhavpeddi
Chairman

I am pleased to introduce Glencore's 2022 Sustainability Report. This year's report follows a similar approach to previous years, detailing our performance and activities during 2022. I am proud of the actions we are taking to progress our sustainability-related material topics.

Committed to a safe workplace

Safety is one of our Values and we prioritise protecting the health and wellbeing of all of our people. Our goal is continuous improvement in the prevention of occupational disease and injuries and the creation of a workplace free from fatalities.

It is with great sadness that I report that four people lost their lives in work-related accidents at our operations during 2022. Each fatal incident is investigated, and the findings reported to the Board HSEC Committee, on which I sit, and the lessons learnt shared across the Group to prevent recurrence.

Governance

Governance is one of the key drivers for the Board. Following the appointments of Cynthia Carroll and David Wormsley in 2021, last year we also appointed Liz Hewitt to the Board. Liz brings considerable UK non-executive director experience and, in particular, strong experience of chairing audit committees. She will this month take over as Chair of our Audit Committee from Gill Marcus, who was recently appointed Senior Independent Director.

Reviewing our material topics

During 2022, we undertook a sustainability-related materiality assessment that considered input from within our business and from other stakeholders. Our materiality assessments are formal exercises that involve engaging with stakeholders to find out the relative importance of the various ESG-related topics to them.

Our third-party-led materiality assessment reviewed our existing material topics for continued relevance and identified emerging issues. Going forward, the revised set of material topics will inform our 2023 reporting and strategic approach to HSEC&HR.

Engaging with stakeholders

Following the 2022 AGM, at which shareholders voted on the progress against our three-yearly Climate Action Transition Plan, we undertook an active engagement programme to understand better their views on our climate strategy.

There was broad support among our shareholders for our climate strategy, with 76.28% voting in favour of our 2021 Climate Progress Report, recognising the importance of maintaining a strategy that remains resilient to the risks and opportunities of the evolving energy transition, and encouragement to continue our focus on progressing towards our ambition of achieving net zero emissions by the end of 2050.

We have reflected carefully on the feedback received and will continue to engage with shareholders and other stakeholders, as well as monitor external market developments. Insights from this engagement have been and will continue to be factored into our internal deliberations.

Resolving the investigations

In 2022, we reached resolutions with the US, UK, DRC and Brazilian authorities and the differing resolutions and timing with each of the authorities (and in the case of the US covering both bribery and market conduct offences). These were considered carefully, the Board's Investigation Committee, which has spent the prior four years overseeing the response to the relevant investigations. It and the Board also carefully considered the communication of the resolutions in order to ensure that the relevant details of these were transparently set out so as to be clearly understood by all stakeholders.

The work of the Board's Investigations Committee continues with the ongoing

investigations by the Swiss and Dutch authorities.

Further information on our approach to ethics and compliance is available in our annual Ethics and Compliance Report.

Looking forward

We are continuing to monitor developments relating to the Taskforce for Nature-related Financial Disclosures' requirements, as well as those being produced by the European Corporate Sustainability Reporting Directive and the work by the International Sustainability Standards Board. We intend to enhance our reporting in response to the relevant requirements as they evolve.

Climate continues to be an important topic for our stakeholders and one on which I look forward to continued engagement.

We have recently updated the information relating to all of our tailings storage facilities (TSFs) and remain committed to conforming with the Global Industry Standard for Tailings Management (GISTM). We will be reporting on our conformance for our 'extreme' and 'very high' consequence TSFs later this year and for other lower consequence facilities by August 2025.

I would like to thank all of those at Glencore who are reflecting our Purpose and Values in their working activities and remain committed in delivering our ambition to prevent all fatalities, occupational diseases and injuries at work.

Kalidas Madhavpeddi,
Chairman

22 May 2023

Chief Executive Officer's review

Continuing the SafeWork implementation plan



Gary Nagle
Chief Executive Officer

It gives me pleasure to share our 2022 Sustainability Report providing details on our sustainability-related activities and performance.

We recognise our ongoing responsibility to not only deliver financial performance but also make a positive contribution to society and create lasting benefits for stakeholders in a manner that is responsible, transparent and respects the rights of all. We establish and progress good and consistent business practices and standards through our sustainability strategy, policies and procedures.

Russia's invasion of Ukraine has had a devastating human impact. As the year progressed, the shock waves of this conflict also generated one of the largest dislocations in global energy markets in recent history. Most relevant to Glencore were the large

energy price moves, most notably in coal and gas. For coal, the legacy of general sector under investment, along with high rates of mine disruption in Australia, Indonesia and Colombia, left supply unable to easily respond to the stronger demand brought on by the rapid changes in Europe's energy mix.

Weather and logistics constraints, high energy costs, project delays and community protest campaigns, meant that 2022 was a year of supply challenges. This underpinned a generally high and volatile commodity price environment, which enabled the Group to generate record profitability for the year.

Delivering safe workplaces

We are saddened to report that during 2022, four people lost their lives in work-related accidents at our industrial assets, compared to four people during 2021. We believe all loss of life is unacceptable and we are determined to eliminate fatalities across our business.

The successful implementation of our relaunched SafeWork framework in mid-2021 has been a key focus for our industrial assets and commodity departments. During 2022, we continued the SafeWork 2.0 implementation plan, with good progress being made Group-wide. Our industrial assets reported having closed-out over 70% of the necessary improvement actions identified by the SafeWork 2.0 implementation plan.

Meeting our climate commitments

We believe that the current rate of developing mining projects worldwide is unlikely to meet the demand that the transition will create. We believe that we are well placed to participate in bridging this gap in supply through the

flexibility that exists in our business to respond to global needs.

In response to the growing demand for commodities, we are directing the majority of our capital expenditure, in large part funded through the earnings of our energy business, to fund the development of our transition metals portfolio.

We continue to responsibly manage down our energy production portfolio over time in line with our 2026 and 2035 emissions reduction targets and our 2050 net zero ambition. Owing to the nature of the assets we operate, we do not anticipate our annual emissions reductions will necessarily progress in a linear fashion. Whilst our emissions decreased overall in 2022, our Scope 1 and 2 emissions increased. Since 2019, we have closed three coal mines, and plan to close three more in the near term and at least six additional mines by the end of 2035 as they come to the end of their economic lives or lease expiry dates, reducing overall coal production and their associated emissions.

Contributing to communities

We recognise that our socio-economic contribution goes beyond local employment and procurement and the payment of taxes and royalties. We identify opportunities to partner with and contribute to the communities living near to our industrial assets. During 2022, we spent \$90 million on community development programmes. This was a 33% increase on 2021, as community activities resumed following the easing of Covid-related restrictions, the inclusion of the Cerrejón coal industrial asset in Colombia, and a contribution to support humanitarian relief for the people of Ukraine.

Commitment to responsible sourcing

There is growing interest in our approach to responsible sourcing. As understanding grows of the volume of metals and minerals required for the transition to a low-carbon economy, the sourcing and supply of our products is increasingly being scrutinised.

An integral part of our responsible sourcing approach is a risk-based supply chain due diligence across our metals and minerals supply chain. Our approach seeks to incorporate social, ethical and environmental considerations in our relationships with suppliers. We are committed to understanding and addressing human rights risks and other concerns in our supply chains.

Tailings storage facilities (TSF) management

We recognise that the failure of a TSF is a material risk with potentially devastating impacts to the surrounding communities and environment. We continue to progress upgrading our TSFs to address failure risks associated with extreme flood events or earthquakes. Since 2019, we have spent over \$130 million on these upgrade projects, which have included constructing new dams, emergency spillways and buttresses.

Going forward

Recent government policies, such as the US Inflation Reduction Act and the EU's proposed Green Deal Industrial Plan, demonstrate the growing need for critical raw materials through to the end of the decade and beyond, necessitating fresh investment into both primary supply and recycling.

The strength of our diversified business model with its focus on metals and energy, has proved itself adept in a range of market conditions, giving us a solid foundation to successfully navigate shorter-term challenges that may arise, as well as meet the resource needs of the future.

Gary Nagle,
Chief Executive Officer

22 May 2023

Strategic overview		Material topics		Additional information				
Contents	At a glance	Performance dashboard	Chair's introduction	Chief Executive Officer's review	Our business model	Sustainability governance	Materiality assessment	Stakeholder engagement

Our business model

Inputs and resources into our business model:

Assets and natural resources

- Many long-life and high-quality industrial assets
- Value over volume approach
- Embedded network and knowledge in Marketing activities

Our people and partners

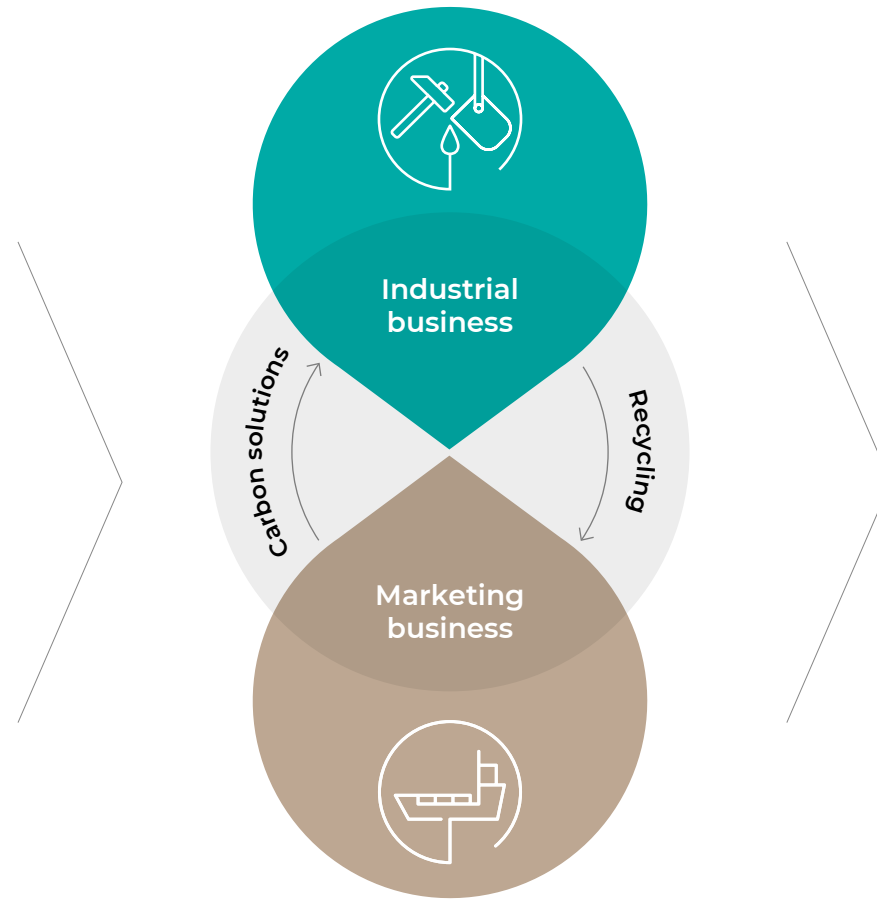
- Established long-term relationships with customers and suppliers
- c.140,000 employees and contractors globally

Financial discipline

- Capital deployed in disciplined manner
- Marketing hedges a significant majority of its price risk
- Marketing profitability driven by volume-based economies of scale, value-added services and arbitrage opportunities

Unique market knowledge

- Finding value at many stages in the commodity chain



Outputs and impact on key stakeholders:

Investors

\$34.1bn

2022 Adjusted EBITDA \diamond

\$24.0bn

Equity free cash flow (FFO \diamond less net purchases of property, plant and equipment and dividends to minorities)

Our people

17%

Female representation in the workforce

Payments to governments

\$12.0bn Δ

Industrial business

Our Industrial business spans the metals and energy markets, producing multiple commodities from over 60 industrial assets

Industrial business activities

Exploration, acquisition and development
We focus mainly on brownfield opportunities, cost control and synergies.

Extraction and production

We diversify our product offering and have wide geographical presence.

Processing and refining

We optimise end products to suit a wider customer base.

Marketing business

We move commodities from where they are plentiful to where they are needed

Marketing business activities

Logistics and delivery
We fulfil customer orders and take advantage of demand and supply imbalances, aided by the scale of our network.

Blending and optimisation

We offer a wide range of product specifications, seeking to meet customer-specific requirements and provide a high-quality service.

Sustainability governance

Sustainability framework

Our strategy for a sustainable future

- 1. Responsible and ethical production and supply**
- 2. Responsible portfolio management**
- 3. Responsible product use**

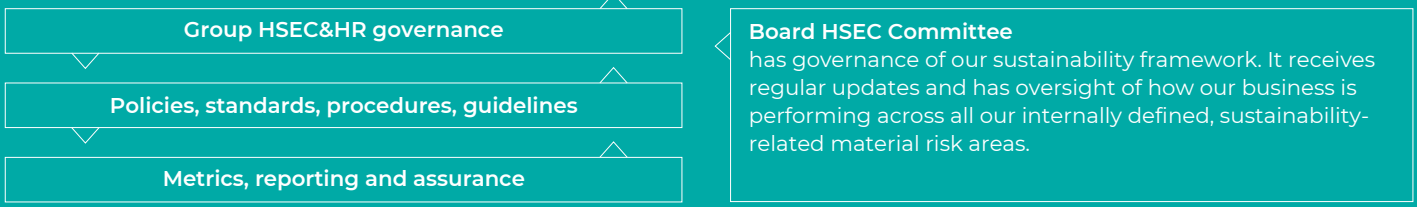
Values

Safety
 Integrity
 Responsibility
 Openness
 Simplicity
 Entrepreneurialism

Code of Conduct

Four core pillars of our sustainability framework

Health Become a leader in protecting and improving the wellness of our people and communities	Safety Become a leader in safety and create a workplace free from fatalities and injuries	Environment Become a leader in environmental performance	Social performance and human rights Foster socio-economic resilient communities and respect human rights where we operate
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Material topics

- Internal and external materiality assessment process to identify material topics.
- Material topics are the focus of our sustainability strategy review and reporting.
- Operational activities focus on addressing and progressing the material topics.

Our Group sustainability framework has four core pillars (health, safety, environment, and social performance and human rights – HSEC&HR) and supports the delivery of the Group's three strategic priorities. Each pillar has clearly defined policies and strategic ambitions, objectives, priority areas and targets. We review our approach annually to assess whether it continues to fulfil the needs of our industrial business and our stakeholders.

Governance of our sustainability framework rests with the Board's HSEC Committee, which meets at least four times a year, and sets the strategic direction for our sustainability activities and oversees the development and implementation of our HSEC&HR programmes¹.

Responsibility for implementing and monitoring our sustainability framework across the Group rests with our senior management, including the Chief Executive Officer, Head of Industrial Assets and heads of our corporate functions and commodity departments. They identify the material topics and take a hands-on approach to monitoring and managing sustainability activities around the Group.

Through our HSEC&HR governance, policies, standards, procedures and guidelines, we invest resources to establish and implement ethical and consistent business practices and standards. These support our commitment to be a responsible and ethical operator and our aspiration for always doing things the right way.

1. For additional details on the governance of climate-related issues, see the 2022 Annual Report, page 26.

Sustainability governance *continued*

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

Our HSEC&HR policies, such as our Environmental, Health and Safety, Social Performance or Human Rights Policies, can be accessed, in different languages, via our website.

Addressing ICMM's Performance Expectations

We have been a member of the International Council on Mining and Metals (ICMM) since 2014.

In 2003, ICMM published its 10 Principles for Sustainable Development to set a standard of ethical performance for their members. The 10 Principles were supported by eight Position Statements. In 2018, ICMM began to develop comprehensive 'performance expectations' that outline how members should manage a broad range of sustainability issues at both corporate and industrial asset levels, to enhance the original ten Principles.

ICMM's Performance Expectations have 38 requirements, which apply at a corporate level and to all our industrial assets¹.

ICMM's Performance Expectations include safety, social, environmental, diversity, legal and compliance requirements on issues such as labour rights, resettlement, gender, access to grievance mechanisms, mine closure, pollution and waste. Implementation is supported by industrial asset-level validation, assurance and transparent disclosure.

In 2019, we commenced a comprehensive review of our Group policy framework, which included developing and/or updating supporting internal standards. Our Group policies and standards align with the requirements of the ICMM's Performance Expectations.

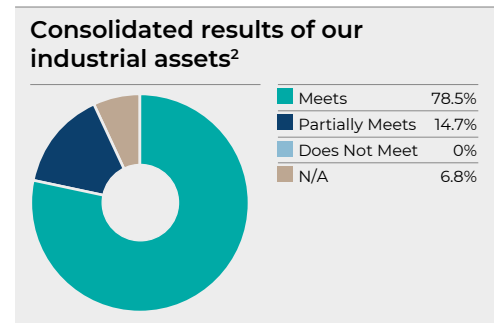
At least every three years, we require our industrial assets to complete self-assessments against the Performance Expectations and our own internal

standards, which are more prescriptive and cover more requirements. The findings of these self-assessments feed into our industrial assets plans to improve their performance. The self-assessments are also subject to third-party assurance, pursuant to a schedule determined based on certain Prioritisation Criteria.

The consolidated results of our industrial assets' self-assessments against ICMM's Performance Expectations are shown below. Where our industrial assets have assessed requirements as partially met, improvement actions have been identified and are being progressively implemented. Further information, including the results of our corporate self-assessment, is available in the extended ESG Data Book, available here.

An external consultant has supported the development of our Prioritisation Criteria, which we used to identify which of our industrial assets will undergo third-party validation each year over a three-year cycle (2023-2025). As part of this process, during 2022, we brought forward the assessment of three industrial assets from different regions (South Africa, Canada and Australia) and commodities (ferroalloys, coal and nickel) to pilot third-party validation.

Further information on the Prioritisation Criteria validation schedule and the third-party validations' results is available in the extended ESG Data Book.



1. In early 2023, ICMM's Performance Expectations were updated; the current version contains 39 requirements. We will transition to this version in 2024, following the three-yearly review cycle of our internal standards.
2. Further detail on these results and the ICMM rating scale is available at the ICMM Cover Note tab in the extended ESG Data Book.

2022 materiality assessment and material topics

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

The Board HSEC Committee receives updates on our progress on the management of the identified material topics.

Materiality assessment

We regularly undertake sustainability-related materiality assessments that consider input from within our business and other stakeholders. Materiality assessments are formal exercises which involve engaging with stakeholders to find out the relative importance of ESG-related topics to them.

We use these assessments to inform our HSEC&HR strategic overview and our sustainability-related disclosures and publications. This assessment identifies topics that are material to our development, performance and current position as well as for our future opportunities.

During 2022, we undertook a third-party-led materiality assessment with internal and external stakeholders to validate whether our current material topics continue to be appropriate and to identify emerging issues.

The findings of the assessment showed that for our external stakeholders, climate-related risks and opportunities, and ethics and compliance and transparency were the highest source of risk and concern. Responsible sourcing is a growing area of interest, particularly in relation to our marketing activities, including supply chain due diligence and compliance with sanctions.

Our internal stakeholders identified catastrophic hazards, ethics and compliance and transparency, and health and safety as key areas of concern. Additionally, the material topic of our people, with its associated topics of diversity, talent attraction and retention, were identified by internal stakeholders as material.

2022 process

Desktop research

Considered our original ten material topics and assessed the inclusion of new topics and/or sub-topics through looking at stakeholders' areas of interest and the materiality assessments undertaken by our peers.

Stakeholder engagement

35 external and 25 internal engagements. External stakeholders included government, investors, banks, insurance companies, media, customers, industry associations, union organisations and NGOs.

Final scoring

The Board HSEC Committee reviewed the findings. Where interest was expressed, we shared the final list of topics with participating stakeholders. Work is underway to align our HSEC&HR strategy and communications with the updated identified topics.

As a result, our material topics are updated as follows:

2021 and 2022 material topic	2023 and 2024 material topic
Climate change	Climate change
Water	Water
Land stewardship	Land management
	Biodiversity
Our people	Diversity, equity & inclusion
Responsible citizenship	Social performance
Catastrophic hazards management	Catastrophic hazards management (including TSF management)
Health and safety	Workforce safety
	Occupational health
Ethics and compliance	Ethics and compliance
	Transparency
Responsible sourcing	Responsible sourcing
Human rights	Human rights
	Indigenous Peoples
	New topic: Just Transition (emerging topic)

Material topics for 2022 reporting period

Catastrophic hazards 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 catastrophic hazards within our industrial activities.

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; it is both our top priority and a Glencore Value. We take a preventative approach towards health and safety to establish a proactive safety culture.

Climate change

As one of the world's largest diversified resource companies, we have a role to play in the transition to a low-carbon economy. We seek to lower the carbon footprint of our portfolio of industrial assets, and to support national government Just Transition programmes in the countries in which we operate to achieve the goals of the Paris Agreement.

Further information is available in our **2022 Climate Report**

Water

Water is an essential resource for many of our industrial activities. Some of our industrial assets are located in water-stressed regions and share access to water with other local water users. Our industrial assets undertake annual assessments of their water-related impacts, risks and opportunities to develop water management strategies that maximise the efficient and sustainable use of this important natural resource.

Land stewardship

Our industrial 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 industrial assets.

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 and suppliers to understand and meet this commitment.

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 industrial activities and to build partnerships to support sustainable development and growth and to foster positive engagement with communities and Indigenous Peoples.

Responsible sourcing and supply

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

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, which we promote through our Diversity and Inclusion framework, IDEAL (Inclusion, Diversity, Equity, Advancement, Local).

Further information is available in our **2022 Annual Report**

Ethics and compliance

We are committed to upholding a culture of ethics and compliance across our business. We believe that a strong ethics and compliance programme grounded in our Values, particularly integrity and openness, is critical to ensuring we are a responsible and ethical company.

Further information is available in our **2022 Ethics and Compliance Report**

Contents	At a glance	Performance dashboard	Chair's introduction	Chief Executive Officer's review	Our business model	Sustainability governance	Materiality assessment	Stakeholder engagement
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Materiality *continued*

Further information on our material topics

Updated topic	Public disclosures								
	Annual Report	Sustainability Report	Modern Slavery Statement	Payments to Governments Report	Climate Report	Ethics and Compliance Report*	Voluntary Principles Report	Water microsite	TSF microsite
2021-22 material topic									
Catastrophic hazards management	●	●	○	○	○	○	○	○	●
Health and safety	●	●	○	○	○	○	○	○	○
Climate change	●	●	○	○	●	○	○	○	○
Water	●	●	○	○	○	○	○	●	○
Land stewardship	●	●	○	○	○	○	○	○	○
Human rights	●	●	●	○	○	○	●	○	○
Responsible citizenship	●	●	●	●	○	○	●	○	○
Responsible sourcing	●	●	●	○	○	○	○	○	○
Our people	●	●	●	○	○	○	○	○	○
Ethics and compliance	●	●	○	●	○	●	○	○	○

● Detailed information available
 ● High-level information available
 ○ No information available

* See also www.glencore.com/who-we-are/transparency



Read more on these topics here:

- Catastrophic hazards management, see page 19 and our TSF microsite
- Health and safety, see page 23
- Climate change, see our 2022 Climate Report
- Water, see page 29 and our water microsite
- Land stewardship, see page 33
- Human rights, see page 39
- Responsible citizenship, see page 47
- Our people, see our 2022 Annual Report
- Responsible sourcing, see page 55
- Ethics and compliance, see our 2022 Ethics and Compliance Report, and our Transparency web page

Strategic overview		Material topics		Additional information				
Contents	At a glance	Performance dashboard	Chair's introduction	Chief Executive Officer's review	Our business model	Sustainability governance	Materiality assessment	Stakeholder engagement

Stakeholder engagement

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

We recognise that robust and respectful engagement with our stakeholders is essential for our industrial assets to maintain their licence 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, joint venture partners, customers, governments and regulators, local communities, traditional authorities, NGOs, union organisations, civil society, media, and industry peers.

Stakeholder	Reason to engage	Areas of interest during 2022
Our workforce and labour unions	Through developing and building a cohesive workplace culture that encourages our people to focus on the same goals, we can deliver our strategic priorities. Our Group-wide internal communications programme delivers information on our SafeWork approach and our HSEC&HR policy framework. Our Raising Concerns platform is available to our employees and contractors, and other stakeholders. We uphold the right to freedom of association, to unionise and to collective representation, regardless of location or duties. We take an honest and open approach to working with labour unions and undertake negotiations in good faith.	<ul style="list-style-type: none"> • Health, safety, and wellbeing • Training, compensation and career opportunities • Company culture and reputation • Negotiations of workplace agreements • Industrial relations and potential site closures
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 through a variety of means that best reflect 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 are guided by our Code of Conduct and our Political Engagement Policy, which does not permit the use of our funds or resources as contributions to any political campaign, political party, political candidate or any such affiliated organisation.	<ul style="list-style-type: none"> • Tax and royalty payments • Ethics and compliance • Local employment and procurement • Operational environmental management, including tailings storage • Climate change • Socio-economic development • Social transitioning • Transparency and human rights • Public health • Security
Communities	Our industrial assets build relationships with local communities and decision-making authorities. They meet and engage with the communities living around our industrial assets 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 engagement can include open-house sessions, formal engagements, face-to-face discussions, and local grievance mechanisms.	<ul style="list-style-type: none"> • Socio-economic development • Social transitioning • Human rights • Indigenous Peoples • Environmental management • Operational impacts • Potential industrial site closure • Tailings storage facilities • Security and its engagement with civil society • Artisanal and small-scale mining in the DRC

Strategic overview		Material topics		Additional information				
Contents	At a glance	Performance dashboard	Chair's introduction	Chief Executive Officer's review	Our business model	Sustainability governance	Materiality assessment	Stakeholder engagement

Stakeholder engagement *continued*

Stakeholder	Reason to engage	Areas of interest during 2022
Non-governmental organisations (NGOs) and civil society	We engage with NGOs, think tanks and business associations interested in our activities. 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 industrial assets. 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 our understanding.	<ul style="list-style-type: none"> • Human rights • Tailings storage facilities • Social incidents • Public health • Operational and environmental management • Closure of industrial sites • Socio-economic development • Transparency in payments to governments • Security and engagement with civil society • Compliance with laws and regulations
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.	<ul style="list-style-type: none"> • Financial and operational performance • Climate change • Compliance with laws and regulations • Presence in developing countries • Tailings storage management • Transparency payments to government • Human rights • Industrial relations
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 and 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.	<ul style="list-style-type: none"> • Responsible sourcing and supply • Development of industry standards • Transparency in the supply chain • Procurement spend • Human rights • Compliance with laws and regulations • Product carbon footprint
Peer companies	At both global and national levels, we engage with other mining, trading and extractive companies through various platforms. These include 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.	<ul style="list-style-type: none"> • Occupational health and safety • Public health • Climate change • Tailings storage management • Transparency in payments to government • Land management and nature, industrial site closure and water • Security and engagement with civil society • Development of industry standards

Material topics

Catastrophic hazards management	19
Health and safety	23
Water	29
Land stewardship	33
Human rights	39
Responsible citizenship	47
Responsible sourcing and supply	55



Material topics

Catastrophic hazards management



Catastrophic or natural disaster events at the Group’s industrial assets can have disastrous impacts on workers, communities and the environment, while also impacting production and resulting in substantial financial costs and harm to our reputation.

By recognising and mitigating the risk of a disastrous event, we can better protect our people, communities and the environment.



2022 performance

Major or catastrophic environmental incidents^A



2021: 0

2022 highlights

- Held a workshop for 80 internal TSF specialists to further our knowledge base of the social, environmental and local economic context for our TSFs and to improve stakeholder engagement plans for emergency preparedness and response.
- Assessed the maturity and effectiveness of the implementation of our Road Transportation Safety Standard; good progress was noted.

SDG



Further information

Additional data is available in Appendix One: ESG Data Book and GRI Index 2022 and our extended Excel ESG Data Book, [available here](#)

Further information on our management of catastrophic hazards is [available here](#)

Catastrophic hazards management *continued*

Our strategic ambition

We are committed to eliminating major or catastrophic incidents at our industrial assets.

Our approach

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

Catastrophic incidents may arise due to natural causes (flood, earthquake, drought) or due to infrastructure or equipment failure (tailing storage facility failure), or both. Climate change will increase physical risks to our assets and related infrastructure, largely driven by extreme weather events and water-related risks such as flooding or water scarcity.

Our HSEC&HR policies and standards address the catastrophic hazards that present a material risk to our operations, setting out the requirements for the prevention of potentially catastrophic events.

We have implemented a comprehensive tailings management framework, with clear governance, accountabilities, systems, training, auditing and reporting on performance.

A strong governance structure supports our tailings storage facilities (TSFs) management, including the appointments of an Accountable Executive within each industrial commodity department (excluding oil, which does not have TSFs), as well as the appointments of Responsible Persons and Engineer of Record at our industrial assets. For all 'very high' and 'extreme' consequence TSFs, an

Independent Tailings Review Board is required. Third-party assurance of our TSFs is undertaken by internationally recognised leading dam consultants, typically on a 12- to 18-month basis.

The planning, design, construction, operation, maintenance and monitoring of our surface and underground mines, water and TSFs, smelters, refineries and other infrastructure and equipment is carried out in a manner consistent with leading international guidelines and standards, such as the Canadian Dam Association and Global Industry Standard for Tailings Management (GISTM), and designed to prevent incidents and protect our people, assets, communities, the environment and other stakeholders.

A comprehensive process is in place for the third-party-led assurance of HSEC catastrophic hazards across all operating sites.

Our Fatal Hazard Protocols (FHPs) provide mandatory requirements to manage common fatal hazards in all industrial assets across our business. The Safety Standards provide mandatory requirements to manage fatal and/or catastrophic hazards that exist in selected industrial assets.

The FHPs are a response to common causes of historical fatalities and High Potential Risk Incidents (HPRIs) at Glencore and their main objective is to prevent repeat incidents.

We require all our industrial assets to maintain a register of potential catastrophic hazards and to conduct regular verification of the implementation of critical controls, which the commodity department and Group HSEC&HR review through quarterly reporting.

Our commodity departments implement assurance programmes, which usually take place on a three-year cycle and include internal and third-party assurance. This aligns with the requirements set out in the ICMM's Health and Safety Critical Control Management: Good Practice Guide.

Our commodity departments monitor through to closure the outstanding actions relating to controlling catastrophic hazards identified by the HSEC audit team during audits. The HSEC audit team also returns to industrial assets generally 12 to 18 months later to verify that the industrial asset has substantively addressed the findings and closed any identified corrective actions. Our Board HSEC Committee reviews the status and results of these reports.

Our approach supports consistency across the business for the identification and management of catastrophic hazards, according to leading practice and the International Council on Mining & Metals' (ICMM) guidance.

2022 performance

We define catastrophic events as those having severe consequences that could cause widespread loss of life or significant environmental harm or result in major reputational or financial damage, even if they have low probability.

In 2022, we achieved our target of zero major or catastrophic environmental incidents^A (see 'incident classification' in the glossary for classification details).

2022 activities

During 2022, we continued buttressing activities at Kazzinc's Talovsky, Chashinsky and Altay TSFs in Kazakhstan. The construction of the New Narrows Dam at Strathcona Mill in Canada was completed at a cost of over \$15 million, mitigating the potential to impact the downstream population at Levack.

Strengthening internal knowledge

In 2022, we held a three-day workshop focusing on the environmental, social and local economic knowledge for internal TSF practitioners and social performance and environmental specialists. The workshop was opened by our Chief Executive Officer and attended by 80 participants. It provided an opportunity to share learnings and built further understanding on environmental, social and local economic topics related to tailings management and reiterated our commitments to the GISTM.

Meeting global expectations

During 2022, we progressed our reporting and auditing platforms which will further support implementation and conformance to the requirements of the GISTM. In line with the timeline agreed by ICMM members, we will report on the progress of all our TSFs with an 'extreme' or 'very high' consequences classification by 5 August 2023. We remain committed to reporting on progress with the GISTM for all low, significant and high consequence classified TSFs and will report on these by the required ICMM 5 August 2025 deadline.

Catastrophic hazards management *continued*

Satellite monitoring

In partnership with a leading INSAR (Interferometric Synthetic Aperture Radar) provider we undertake high-resolution satellite monitoring on more than 90% of our 'very high' and 'extreme' consequence facilities, prioritising on the basis of their potential consequence classification.

Satellite monitoring measures our TSFs' surface movements every 11 days, currently the maximum available frequency for this type of data collection. While the focus of the satellite-monitoring programme is our TSFs, during the year, some of our industrial 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.

With the precision to detect ground movement in the order of less than a mm/day over areas of less than 100m² the monitoring supplements other ground-based monitoring. The satellite monitoring enables us to verify that our dams are performing within design expectations and detect anomalous ground deformation much earlier than may be detected by more conventional terrestrial-based monitoring methods. Where anomalous movements are detected, additional investigations and assessments are undertaken to guide any additional mitigation or remediation that may be required.

Tailings Manager Academy

We have established and made available an online Tailings Manager Academy (TMA) to develop the knowledge of our TSF engineers (Level 3), managers and leaders (Level 2) and operators and technicians (Level 1). It was developed with the assistance of external subject matter experts. The TMA is aligned with leading industry guidelines and standards, such as the Canadian Dam Association and GISTM, and covers all aspects of tailings management, from geotechnical and hydrotechnical engineering, environmental and closure to emergency response planning and social performance. The TMA includes competency tests and, to support our diverse portfolio, is also available in Russian, Spanish and French.

In 2023, we will continue to focus on releasing all language versions of the TMA across all of our industrial assets to make it available to all relevant employees.

Oxygen-related risks

We use oxygen in our industrial assets. Its misuse can lead to explosions and fires. In addition, there are other risks relating to oxygen handling and low/high oxygen atmospheres. Our oxygen safety programme describes the hazards associated with oxygen-enriched atmospheres and liquid oxygen spills and sets out minimum requirements to manage them.

Our Oxygen Management Academy (OMA) builds awareness for our workers on the fundamental principles and practices relating to the use and production of oxygen.

During 2022, our Level 1 OMA for operators and technicians became available in French, Spanish, Russian, German and Norwegian, alongside its original English version. More than 400 people across Glencore have completed the OMA course applicable to their jobs, driving safe practices to manage oxygen-related hazards in our metallurgical plants.

Road transportation safety

Our approach to road transportation safety applies control measures to our 'outside the fence' activities. We are improving how we manage this risk through building our understanding from internal and industry learnings.

The approach aims to eliminate or minimise the potential for fatalities, injuries, environmental, social impacts, or reputational damages arising from the busing of people and the transportation of goods or materials to, from or for, or on behalf of, Glencore on public or other offsite roads.

In 2022, we progressed our Road Transportation Safety Standard with our Internal Audit team assessing the maturity and effectiveness of its implementation. The assessment found good progress in the implementation in some industrial assets, but an inconsistent approach to implementation in others. Action plans have been established to address the identified gaps between existing practices and the requirements set out in the Standard.

By the end of 2022, over 90% of the improvement actions agreed with Internal Audit were closed.

During the year, we had five high potential risk incidents relating to road transportation (2021: four incidents).

Next steps

- Release all language versions of the TMA.
- Continue to progress towards the GISTM disclosure deadlines.

Catastrophic hazards management *continued*

Case study: Addressing ageing facilities

The Strathcona/Onaping tailings facility is adjacent to and east of the settlements of Onaping/Levack, to the northwest of Greater Sudbury, Ontario, Canada. The site consists of one operating mine and a nickel/copper concentrator.

The facility includes a series of tailings storage and water management areas designed to collect and convey flow towards the main treatment and effluent discharge areas. Contact water from the site is captured in a series of containment facilities and treated prior to being released from site. The treated drainage from the site enters the Onaping River that connects to the Vermilion River. Wastewater from the Vale Levack-area mines and Levack tailings area is also pumped to the Strathcona Tailings Treatment System for treatment prior to release.

There are two historic tailings disposal areas at the site: the Strathcona Tailings Area and the Fecunis Tailings Area.

Tailings deposition in the area first started with the Fecunis Mill and dates back to 1959. Strathcona tailings deposition started in 1968 to the Longvack Mine site and then in 1970 to the current general area. Both are being progressively rehabilitated as part of the site closure plan. Tailings deposition from current operations is occurring sub-aqueously in the Oxidation Pond.

Given the age of the facility, many of the structures were designed and constructed prior to the development of leading industry guidelines and standards such as the Canadian Dam Association and GISTM and prior to Glencore's ownership. Subsequent dam safety reviews assessed that the facility may not pass the inflow design flood and that liquefaction of some of the dam foundations could occur during a one in a 1,000-year earthquake event. Foundation improvement works were undertaken on some of the dams to improve stability.

As part of our catastrophic risk management programme undertaken by an external consultant, the foundation improvements were assessed to be ineffective at adequately strengthening the foundation materials. Recognising the potential consequences associated with a major earthquake, we decided to construct a new dam downstream of the facility.

The new Narrows Dam was constructed to leading standards, including extreme loading criteria and has reduced the consequence classification of the facility by being able to contain potential outflow in the event of a breach and addresses the dam safety risk. The new dam was constructed at a cost of over \$15 million.



Material topics

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 and the creation of a workplace free from fatalities.

We apply our performance expectations at all our industrial assets, while recognising that each region, commodity, industrial asset and workplace is unique, and our industrial assets implement our management approach via local health and safety practices and management systems.



2022 performance

LTIFR^A
(per million hours worked)

0.84

2021: 0.82

TRIFR^A
(per million hours worked)

2.2

2021: 2.4

HPRIs

464

2021: 385

New occupational diseases

97

2021: 109

2022 highlights

- Good progress has been made by all industrial assets in the SafeWork 2.0 implementation plan.
- Fatal Hazard Protocols audits completed at over 90% of our industrial assets.
- Glencore exposure action levels (GEALs) for prioritised health hazards were set.

SDGs



Further information

Additional data is available in Appendix One: ESG Data Book and GRI Index 2022, and our extended Excel ESG Data Book, [available here](#)

Further information on our approach to health and safety is [available here](#)

Health and safety *continued*

Our strategic ambition

To create a workplace free from fatalities and serious injuries, while protecting and improving the wellbeing of our people and communities.

Our approach

We require an effective health and safety management system at each industrial asset for the management of health and safety risks, to ensure the integrity of plant and equipment, structures, processes and protective systems, as well as the monitoring and review of critical controls.

Core to our approach is our risk management system, through which we systematically identify, assess and manage health and safety hazards and credible risk scenarios associated with our industrial assets. We let our people know that we expect every individual, all employees and contractors, to take responsibility for their own safety, and for the safety of their colleagues and the communities in which they work.

SafeWork is Glencore's approach to eliminating fatalities. SafeWork is built on a set of minimum expectations and mandatory Fatal Hazard Protocols, Life-Saving Behaviours and safety tools. These must be implemented by our industrial assets. We believe consistent application of SafeWork through strong, visible leadership drives a culture of safe operating discipline and will get our people home safe.

We promote, educate and support our workforce in making healthy lifestyle choices and recognising the importance of good mental health. We expect everyone entering our industrial sites to be fit for work, free of fatigue and not under the influence of alcohol or drugs that may impair their ability to work safely.

The scorecard for our Chief Executive Officer's annual variable compensation includes 30% for KPIs relating to HSEC&HR matters, of which half is for safety performance and half for progress towards our short- and medium-term absolute CO₂e emission reduction targets.

2022 performance

We are saddened to report that during 2022, there were four work-related fatalities at our industrial assets, compared to the loss of four lives during 2021. We believe all loss of life is unacceptable and we are determined to eliminate fatalities across our business.

During the year, our lost time injury frequency rate^A (LTIFR) was slightly higher than the previous year at 0.84 (2021: 0.82). Our total recordable injury frequency rate^A (TRIFR) decreased slightly to 2.2 (2021: 2.4).

In 2022, we recorded 464 high potential risk incidents (HPRI) at our industrial assets (2021: 385). The reporting of HPRI represents a supportive part of our strategy to reduce repeat incidents and fatalities and, as such, we do not target a reduction in this metric. They allow the identification of activities that need prioritising to advance further our learning and safety performance. The

majority of HPRI related to mobile equipment and working at height and nearly 90% resulted in no injuries.

We recorded a decrease in the number of new cases of occupational disease at 97 (2021: 109).

2022 activities

Implementing SafeWork 2.0

Since the launch of SafeWork 2.0 in mid-2021, its successful implementation has been a key focus for our industrial assets and commodity departments.

During 2022, our commodity departments continued to implement SafeWork 2.0 at their industrial assets. Our industrial assets reported having closed over 70% of the necessary improvement actions identified by the SafeWork implementation plan. The SafeWork 2.0 implementation phase is expected to continue to the end of 2023, in alignment with agreed internal targets.

Implementation plans include the necessary actions to strengthen compliance with our Fatal Hazard Protocols, Life Saving Behaviours, and a number of mandatory requirements around safety leadership, risk management, operational safety, incident management and assurance.

Our industrial assets are required to complete a new assessment against the SafeWork performance expectations in 2023.

Almost all of our industrial assets have been fatality free for a number of years, having successfully implemented SafeWork and demonstrate strong safety performances, although our HPRI show that even fatality-free sites need to continue to manage safety risks.

Strong safety leadership is key to the success of our SafeWork approach. Our leaders across our industrial assets drive the operational discipline required by SafeWork and ensure it is part of our day-to-day way of working. As part of SafeWork 2.0, a revised SafeWork Leadership programme was published for industrial assets to adapt to their local context. During 2022, the work mostly focused on updating or developing leadership programmes that are expected to be fully implemented in 2023.

Fatal hazard Protocols (FHPs) assurance – progress in 2022

As part of the internal targets set in SafeWork 2.0 for 2021 and 2022, all industrial assets conducted assurance over the FHPs, with more than 90% of audits completed by the end of 2022; the remaining audits are scheduled for the first half of 2023. The scheduling of audits post 2022 is the result of a planning process tailored to the safety priorities and context of each industrial asset. Group HSEC&HR have actively followed up on the progress of the audits and closure of corrective actions.

Health and safety *continued*

The learnings from these assurance activities are being integrated into our review of our Fatal Hazard Protocols and related risk management activities. This work will take place during 2023 and 2024.

Preventing repeat incidents

We continued our work to improve our processes for assessing health and safety incidents to strengthen our understanding of how incidents occur, to identify and manage incident trends and to share the lessons learnt throughout our industrial assets. This supports the identification and implementation of preventative and corrective actions to prevent recurrence.

Reflecting these trends in our performance, during 2022, we placed additional focus on our management practices for risks associated with working at heights, lifting and cranes. All our commodity departments developed and implemented improvement plans with inputs from a Group analysis of incidents, as well as the new Group guideline on good practices for forklifts operation.

Utilising technology

We continue to advance the use of technology to enhance controls that are designed to prevent fatalities from vehicle interactions.

In Australia, our coal industrial assets' Operator Awareness Monitoring Centre (OAMC), based in Newcastle in the Hunter Valley, NSW, expanded its 24/7 fatigue monitoring services into new regions during 2022. Three of our coal assets in South Africa are now supported by the centre.

The OAMC is now providing centralised, real-time fatigue monitoring and support to operators of over 800 heavy mobile equipment across 16 of our surface

operations globally. This is a significant achievement given that the OAMC has been operating for less than three years. The OAMC and its expansion demonstrates Glencore's commitment to excellence and innovation in the mining industry by using the latest technology and leading practices to achieve a safe and efficient workplace.

In 2015, our Australian coal business initiated an approach to reduce unwanted vehicle interactions. From an exposure perspective, our coal industrial assets account for around 75% of the surface haul trucks in our fleet and are an area of focus and action.

In late 2022, it commissioned an industry-leading collision awareness system (CAS), the result of three years of developing and testing the technology in partnership with an equipment provider.

These technology systems provide a warning to the operator when another vehicle is within its proximity. To be effective, the business requires all other vehicles in the active mining area to have the technology installed. We currently have more than 5,500 units of collision awareness technology installed at our coal industrial assets. Improvement projects to install an even more advanced form of collision awareness technology are being implemented in our Australian, Colombian and South African coal assets.

By the end of 2025, around 3,000 vehicles at 11 of our Australian coal surface operations will be fitted with the new CAS technology.

We are continuing to play a leading role in the Earth Moving Equipment Safety Round Table (EMESRT) vehicle interaction improvement programme and the ICMM's initiative for cleaner, safer vehicles, of which, its vehicle interaction programme commenced in 2017. These initiatives are

driving vehicle interaction improvements across the industry.

Within Glencore, we established a multi-commodity vehicle interaction working group in 2017, which provides a platform to share leading practices and learnings. The working group aligns its work programme with those of EMESRT and ICMM and its members are active in various industry workshops.

Addressing occupational health hazards

In 2022, we continued the implementation of our updated Health Standard and strengthened our identification and prioritisation of hazardous contaminants, which underpin our definition of Group-wide Glencore exposure action levels (GEALs). The GEALs set internal references to trigger actions to reduce exposures to key health hazards. In 2022, our industrial assets implemented the agreed GEALs for respirable crystalline silica, lead and diesel particulate matter, along with strengthened health risk assessments and relevant performance indicators.

The implementation of the GEALs is supported by a hygiene monitoring programme that includes a process to investigate exceedances.

Building on learnings from analysing data relating to occupational diseases, which are lagging in nature, we have developed technical guidance for Occupational Health Risk Assessments (OHRA). The OHRA supports the development of an industrial site-specific occupational health management plan and a workplace exposure monitoring programme. It also identifies skills and resourcing competencies, as well as verifying the effectiveness of the controls in place.

During 2022, most of our industrial assets' health and hygiene professionals received training in OHRA methodology, with training provided in three languages to over 70 participants. Our industrial assets started to implement this approach, which will be driven through our internal targets for health hazards with GEALs. We completed the OHRA training in early 2023 with our Kazzinc health and hygiene team.

Supporting good mental health

We are strengthening our approach to mental health and psychosocial wellbeing. Our industrial assets are required to identify related needs, hazards and impacts as part of their OHRA and Health Needs Assessments process, and to put in place appropriate controls, health promotion and education initiatives and mental health and well-being programmes. This includes implementing an employee assistance programme for confidential, short-term counselling for employees.

Contractor management

We recognise that we have work to do in our contractors' safety performance. Our work on implementing SafeWork 2.0 includes our contractors working at our industrial assets.

During 2022, we completed work to identify improvement opportunities for contractor management, including identifying learnings from analysing incidents. We require our industrial assets to assess their contractor management practices, based on their prior and existing performance, and implement required improvement actions.

Health and safety *continued*

In 2022, our copper department developed an assurance protocol with a focus on safety to assess its contractor management at its industrial assets. Our nickel department supported its contractors' compliance with Glencore's policies, standards and procedures, through a contractor management system, which sets out Glencore's requirements and expectations. We expect to issue updated mandatory requirements for industrial assets' contractor and supplier HSEC&HR management in 2023.

In 2022, we rolled out our Supplier Code of Conduct, a revision to our Supplier Standards, which sets out our expectations for our suppliers' performance, including on their workers' health and safety.

Next steps

- Continue to embed SafeWork 2.0 across all industrial assets.
- Update our FHPs based on learnings from the 2021-2022 assurance activities and fatalities.
- Complete the implementation of the updated Health Standard.
- Continue with the implementation of our Group-wide GEALs including the completion of qualitative risk assessment.
- Implement a new central data management system for HPRIs that enables easy and quick access to data and the identification of trends.
- Renew and implement contractor and supplier HSEC&HR management requirements based on learnings from incidents.



Case study: Developing our approach to Process Safety Essentials

In April 2022, we launched the Frontline Safety Essentials, which outline the necessary measures – those items crucial in preventing a serious injury or worse – to be put in place to safely manage the risk posed by a hazard.

To complement the Frontline Safety Essentials, our nickel commodity department established 10 Process Safety Essentials. While occupational safety focuses on having effective safety barriers around our people, process safety focuses on efficient safety barriers around the hazard.

The Process Safety Essentials emphasise good daily operational practices to prevent events, such as fires, explosions, and releases of hazardous materials and

energies, which could have catastrophic health and safety, environmental, social, financial, legal, and reputational, consequences.

The prevention of these events requires our people to have a deep understanding of their roles at our operations. The Process Safety Essentials assist our people to contribute to the continuous monitoring of the effectiveness of barriers, which are in place to prevent such incidents, by being our eyes and ears out in the field, while executing their tasks, and directly interacting with the barriers. The Process Safety Essentials are:

1. We apply procedures
2. We operate safe processes
3. We maintain equipment integrity
4. We sustain safety critical equipment
5. We walk the line – *requires the completion of a field assessment of a system before changing its operational state, for example, starting it up*
6. We control ignition sources
7. We recognise and manage change
8. We closely attend to open drains and critical transfers
9. We conduct thorough shift handovers
10. We report process safety hazards and incidents

Health and safety *continued*

Case study: Understanding psychosocial hazards in the workplace

Psychosocial hazards are factors in the design or management of work that increase the risk of work-related stress and can lead to psychological or physical harm. Examples include violence or aggression in the workplace and high job demands.

Our coal industrial assets in Australia have established COREHealth, a health strategy to drive improvements and consistency in health management across their sites. The strategy is based on Glencore's three health pillars: Controlled Work Environment, Fit for Work and Fit for Life. Underpinning these pillars are foundation elements that support and facilitate processes and initiatives to improve workers' health outcomes.

Central to the strategy is a focus on a comprehensive risk-based approach to our management of health hazards. Health hazards in the workplace can be divided into four types: physical, chemical, biological and psychosocial. While the first three are relatively well known and addressed, psychosocial hazards are not so well understood. In recent years, workplace health and safety obligations have extended to include protection from psychological ill health through psychosocial risk management.

The Australian coal team commenced a psychosocial hazard baseline assessment with five phases:

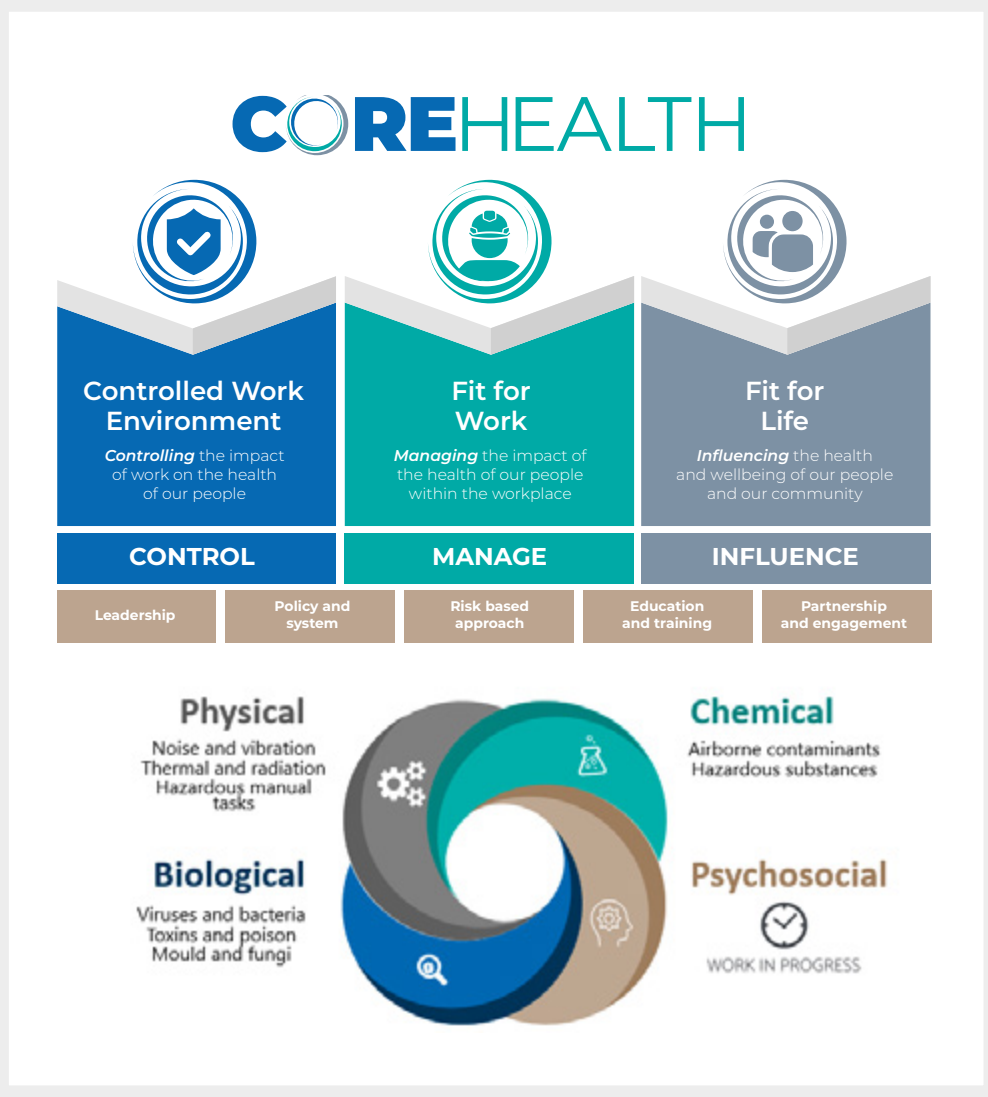
Phase one: established the organisational context through a desktop review of policy, standards, procedures, training and one-to-one interviews with workforce representatives, front line leaders and senior leaders.

Phase two: mapping of organisational context against ISO 45003: 2021 Occupational Health and Safety Management – Psychological Health and Safety at work: Guidelines for managing psychosocial risks.

Phase three: a workforce survey into bullying, sexual harassment and discrimination, followed by focus group workshops to explore causes and solutions.

Phase four: a gap analysis around current policies, processes, practices and provisions in relation to the international standard and a psychological health summary, identifying strengths and development areas at an individual, group, leader and organisational level.

Phase five: identify, agree and take ownership of key actions to improve psychosocial health. Action will target all aspects of psychosocial health including primary prevention as well as secondary and tertiary interventions, aligning with our COREHealth strategy.



Health and safety *continued*

Case study: Addressing identified risks

Forklifts are amongst the most used pieces of equipment on the worksite. While they are extremely useful workplace vehicles, they can present a serious safety hazard for operators and employees working around these operations, including collisions and tip-overs.

According to the Occupational Safety and Health Administration (OSHA), forklift incidents cause several serious injuries and fatalities every year. Over the past years, we have recorded several HPRIs and injuries related to forklift operations and in July 2022, we sadly had a fatality related to forklift maintenance and contractor management.

By learning from such incidents, and addressing the specific risks identified, we believe we can improve our performance and eliminate serious incidents and fatalities related to forklifts. To do so, and to help drive a consistent approach, we developed a Forklift Operation Good Practice Guideline.

The Guideline was rolled out in November 2022, supported by our Group HSEC&HR and our commodity department teams. We have already seen the identification of improvement actions at our industrial assets, based on this Guideline.



Material topics

Water



We recognise that water is an increasingly precious resource and that it is essential for many of our industrial activities. Some of our industrial assets are in water-stressed regions and share access to water with other local water users.

Some of our other industrial assets manage surplus water that may involve dewatering activities and flood protection measures. Regardless of their location, our industrial assets are required to 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.

1. Our total water withdrawal includes about 40 million m³ of medium to low quality water that is moved from one industrial site to another through dedicated sharing networks that were installed to increase our overall water efficiency.
2. See Appendix One: ESG Data Book and GRI Index 2022.



2022 performance

Water withdrawn^{1A}
(million m³)

1,078

2021: 1,026 (restated²)

2022 highlights

- Completed a comprehensive gap analysis against our Environment Standard's requirements.
- Progressing the Environment Standard's implementation through addressing identified gaps.
- Over 70% of our industrial assets have completed the development of water management plans and set catchment context based local water targets.

SDGs



Further information

Additional data is available in Appendix One: ESG Data Book and GRI Index 2022, and our extended Excel ESG Data Book 2022, [available here](#)

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

Water *continued*

Our strategic ambition

We seek to fully understand and minimise our operational water footprint and manage our activities in a way that protects our shared water resources.

Our approach

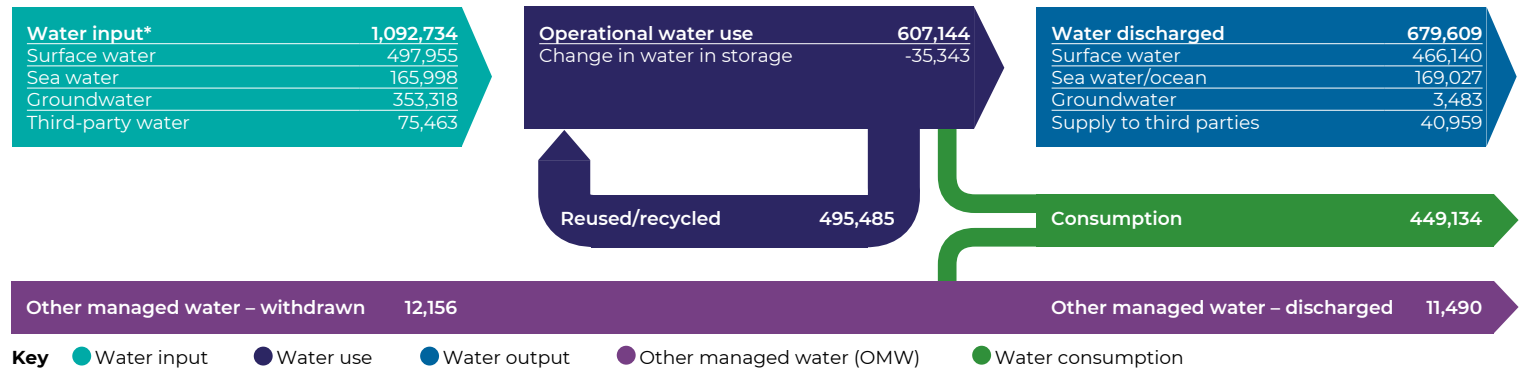
We are committed to the principles of water stewardship across our industrial assets, through the application of strong and transparent water governance, effective management of water, and collaboration with stakeholders to improve our performance and achieve responsible and sustainable water use.

Stakeholder concerns around the ongoing availability of water, security of access and the potential for water contamination have increased over the past decade in response to extreme climatic events.

We recognise that access to safe and clean water and sanitation is vital. We acknowledge that access to water is integral to wellbeing and livelihoods and the spiritual and cultural practices of many communities. It is also essential to the healthy functioning of ecosystems and the services they provide.

We seek to fully understand and minimise our operational water footprint and manage our activities in a way that protects our shared water resources and the ecosystems in which we are present. We are committed to ensuring good water management is in place at our industrial assets and undertake detailed assessments, internal and external target setting, monitoring, and implementation of corrective actions.

Our industrial assets consult their host communities and other relevant local water users to understand local priorities and to collaborate on sustainable solutions within our water catchments.



Key ● Water input ● Water use ● Water output ● Other managed water (OMW) ● Water consumption

* Water input includes the water entrained in ores. Our externally assured 'water withdrawal' metric, which totalled to 1,078 million ML^A in 2022, does not include water that is entrained in ore and raw material – this is reported in our extended ESG Data Book.

Water-related operational risks are present at a number of our industrial assets and include the supply of water to operations, increasing regulatory permitting and restrictions to water withdrawal quotas. Water management supports meeting production needs while continuing to minimise our environmental impact and protect water access for other users.

We strive to apply good water-related management practices at our industrial assets and take a risk-based approach towards implementing water management plans. Our industrial assets monitor water balances and quality, maintain water data and undertake relevant water studies.

2022 performance

In 2022, we withdrew 1,078 million m^{3A} (2021: 1,026 million m³ (restated)). The increase in withdrawn water is primarily related to the inclusion of Cerrejón in Colombia, as well as a number of industrial assets reporting a higher amount of precipitation.

We aim to have no serious environmental incidents involving water at our industrial assets, and to prevent unplanned water discharges. Under our environmental licensing conditions, our industrial assets are permitted to discharge surplus water, subject to varying conditions.

In 2022, we recorded three 'moderate' water-related environmental incidents (2021: one moderate incident – see 'incident classification' in the glossary for classification details). These related to:

- two crude oil leaks to ground from a pipeline at our Astron oil refinery in South Africa, which had not been used for an extended period of time. The leaks were repaired and the contaminated soil removed. Monitoring for residual impacts to the water table was established; and
- a truck operated by a contractor was transporting product from a Volcan mine to Lima when it lost control and rolled over, spilling Zinc concentrate into the Chillón River. The spilt material was immediately cleaned up and monitoring is ongoing to ensure there are no long-term impacts.

We investigate significant environmental incidents and, where appropriate, work with local authorities to address any operational impacts on water sources.

In 2022, we received 61 water-related fines totalling approximately \$3.0 million (2021: 28 fines received totalling \$4.0 million). The most significant fines relate to incidents of non-compliance with regard to the environmental permits at some of our Peruvian industrial assets, partly dating back to 2014.

We apply the World Resources Institute's Aqueduct Water Risk Atlas' baseline water stress levels of high to extremely high or arid and low water use to define water stressed regions and consider freshwater withdrawal quantities to identify operations with potential high water-related risks.

In addition to identifying high-risk industrial sites, we also assess and monitor water-related risks through an annual internal survey of all our industrial assets. This process is designed to identify potential substantive water-related risks and impacts

Water *continued*

(e.g., physical, environmental and social) associated with our industrial assets.

We consider climate-related risks and opportunities when assessing water-related risks in line with our Energy & Climate Change Standard, assessing current and future projected climatic variability within the catchment area and the impact on shared water resources, water quality and supply, and operational requirements.

We also establish appropriate preventive and mitigating controls for all potential risks, irrespective of their classification. We apply our Risk Management Framework, which contains defined thresholds to assess the combined impact of potential consequences and probability to analyse and classify material business risks.

As at the end of December 2022, 35% of our industrial sites were in baseline water-stressed regions (2021: 33%).

We identify and implement various water-sharing and saving opportunities to conserve water, reduce operational water dependency, and mitigate potential environmental and local community impacts. Our 2022 initiatives are available on our water microsite.

2022 activities

During the year, we continued to implement the water component of our new Environment Standard, which significantly improves the articulation of our business performance requirements for water management. The Standard, which supports the Group Environmental Policy, requires all industrial assets to develop industrial asset-level targets for performance improvement, including for water. Our Water Management Guideline drives a

consistent approach to setting, monitoring and tracking of our water management performance.

Our industrial assets have completed a comprehensive gap analysis against the requirements of our Environment Standard and they are progressing the implementation of the Standard by taking actions to address the identified gaps.

Through using a risk-based approach, over 70% of our industrial assets have completed the development of water management plans and set catchment context based local water targets. This reflects the requirements of our Environment Standard, which aligns with ICMM's Water Stewardship Position Statement. We are finalising our assessment of material water-related risks for our industrial assets located in water-stressed regions, setting local targets, and implementing actions to reduce impacts and improve performance.

We anticipate completing this work by the end of 2023 to enable tracking of performance against these revised plans and targets.

We participate in ICMM's water working group, through which we collaborate with our peers on water management. In 2022, we continued to progress our work to align our reporting with ICMM's updated water reporting requirements. Our disclosure is available here.

Next steps

- Finalising our assessment of material water-related risks for industrial assets in water-stressed regions, setting local targets, and implementing actions to reduce impacts and improve performance.

Case study: Bruno Creek restoration project

In 2015, Cerrejón, our coal industrial asset in Colombia, carried out a partial modification of Bruno Creek, to protect the waterway from mining activities. The modification involved moving a 3.6 km section of the waterway 700m to the north and replicating the natural physical and biotic conditions in the stream's lower basin. The sector in which the diversion was carried out was an old cattle farm, with no presence of communities. Since the new channel started operations, monitoring has verified that the water flow is higher for a longer period of time in comparison to the levels recorded in the old channel.

"After six years of monitoring, I believe that the creek is acquiring an image that the community did not think was possible. We have managed to observe, with the support of experts who provide us with information such as the Omacha Foundation and Cerrejón, how the stream has been recovering. Currently, the stream is undergoing a stabilisation process in both flora and fauna. Some fauna associated with the forests is arriving and some trees are growing naturally," said Carmen Jiménez, a member of the Wayuu ethnic group who works as environmental observer of the Bruno Creek.

In 2016, Carmen was selected by her community, Campo Herrera, to become the environmental overseer of the Bruno Creek partial modification project. The Campo Herrera community is one of four communities consulted by the

Ministry of the Interior on the development of the project.

Since the completion of the diversion, flora and fauna monitoring has been carried out every three months to study in detail the creek restoration's environmental performance. Scientists collect data, which is publicly available. Findings show that the stream has become an ecosystem contributing to a biological corridor of more than 25,000 hectares that connects the Sierra Nevada and the Serranía del Perijá (part of the Andes Mountain range).

Today, the diverted waterway is a robust and stable ecosystem, home to more than 390 species of fauna, with sightings of jaguars, deer and ocelots. Over 12,000 trees of nearly 70 native species have been planted, and more than 3,000 have additionally grown naturally, dispersed by the local fauna. The stream maintains a water flow, even in dry seasons, demonstrating its level of stability, flood management capacity and the good condition of its water supply.

"Cerrejón is proud to see the results of responsible work, taking into account every detail, which allows us the provision of ecosystem services and the restoration works have enabled the ecological connectivity which facilitates the movement of fauna between diversity hot spots from the Andes Mountain range and the Ranchería river valley," said Luis Madrinan, manager of Environmental Management at Cerrejón.

Water *continued*



Case study: Constructing a wetland

In South Africa, Goedgevonden Colliery (GGV), an opencast coal mine, has several water-use licences for current and future mining activities. One of these requires GGV to undertake wetland offset and rehabilitation work to compensate for wetland lost from its mining activities.

To comply with these requirements, GGV initiated a wetland offset within the Greater Lakenvlei Protected Area. These wetland systems are grouped into eight clusters for a phased approach to the rehabilitation work over a ten-year period.

The work involved developing a wetland rehabilitation strategy, including financial planning; establishing an Environmental Monitoring Committee; and implementing ongoing monitoring.

The wetland rehabilitation work is complete for three wetland clusters, in line with the strategic implementation plan, with completion reports compiled by the consulting engineers. The wetland monitoring reports demonstrate significant improvements in the wetland functionality.

Case study: Supporting the delivery of clean water

There is significant pressure on water resources in the Espinar Province in Peru, and many residents only have access to water for a limited period every day, due to the lack of public infrastructure or a water treatment facility. Rural areas also have a lack of infrastructure to draw, treat and store water. The growing local population, expanding farming activities and the limited infrastructure in the region are also creating stress on water availability. In addition, the natural occurring high mineralisation in the region impacts the water quality.

Our Antapaccay copper industrial asset is located between the Salado and Cañipía rivers. The mine only uses water from underground wells that are part of the mine dewatering process in its operational activities.

The water used by Antapaccay is mostly recycled, with only a small amount of the used water being treated and discharged into the Cañipía and Salado Rivers, in line with permits provided by ANA (National Water Authority). Water discharge, both quality and quantity, is monitored in real time and reported to the authorities.

Water monitoring is a focus area for Antapaccay. As part of its approved water monitoring plan, it undertakes environmental monitoring of the water in the Cañipía River and Salado River upstream and downstream of its operations. The monitoring plan sets out the water quality stations with specific frequency, physical and chemical

parameters. A state-accredited laboratory analyses the water samples, which have a chain of custody. The water monitoring results are submitted for review on a monthly and quarterly basis to government authorities. OEFA (Agency for Assessment and Environmental Control) regularly informs local communities of these results.

All monitoring activities show that Antapaccay operates in line with Peruvian law and the conditions of our permit.

Ensuring residents of Espinar province have access to potable water is a priority for Antapaccay and an area of focus for projects carried out as part of its social investment strategy.

Antapaccay has supported the building of water and sanitation systems for the community of Tintaya Marquiri, which benefits the community's population of around 2,000 people. Similar projects are underway in the San José and Huancané Bajo communities that are expected to provide infrastructure to all San José residents (approximately 500 people) and to four of the eight residential sectors at Huancané Bajo. The San José project is nearing completion and is expected to be delivered to the community in May 2023. The Huancané Bajo project is expected to complete in December 2023.

The largest water infrastructure project that Antapaccay is undertaking is the installation of a water and sanitation system to provide potable water for 24 hours a day to Espinar's urban city. Studies for the project, which was agreed with the

Peruvian government as part of its Work for Taxes mechanism, are underway.

The Work for Taxes mechanism was created by the Peruvian government in 2008 to enable companies to 'pay' a part of their income taxes in advance through the execution of public works projects. By accepting infrastructure projects in lieu of future taxes, national, regional and local governments can forgo the mobilisation of public funds and reduce the burden on government budgets, as the private sector assumes the upfront costs and management of new infrastructure projects.

We anticipate that construction will start in mid-2024 and that the project will complete in 2026. All of Espinar's residents, currently approximately 44,000 people, are expected to benefit from the project.

Antapaccay is also carrying out studies on the effectiveness of the water systems in the ten communities in the mine's area of influence. The purpose is to evaluate the water supply, existing infrastructure and beneficiaries. The studies' findings will be an input into identifying future water infrastructure projects.

Material topics

Land stewardship



Mining activities directly impact the surrounding ecosystem throughout the mine lifecycle. 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. We require our industrial assets to implement closure planning requirements that align with our commitments to international good practice and meet the respective ICMM Performance Expectations. 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.



2022 performance

Land rehabilitated

(hectares)

1,863

2021: 1,459

Land disturbed

(hectares)

1,772

2021: 2,287

2022 highlights

- Over 70% of our industrial assets completed biodiversity risk assessments and 45% were identified as requiring biodiversity management plans.
- Implementing our revised Closure Planning Standard.

SDGs



Further information

Additional data is available in Appendix One: ESG Data Book and GRI Index 2022, and our extended Excel ESG Data Book, [available here](#)

Further information on our approach to land stewardship is [available here](#)

Land stewardship *continued*

Our strategic ambition

To be a leader in environmental performance, and to minimise harm to the environment, through environmental stewardship and responsible resource management across our industrial assets.

Our approach

We recognise the increasing focus in the area of biological diversity and the main outcomes of the 2022 UN Biodiversity Conference, known as COP15, that took place in December 2022. We are continuing to develop our thinking in this area by tracking emerging consideration and implications for business emanating from the Kunming-Montreal Global Biodiversity Framework, where nations adopted four goals and 23 targets for 2030.

We are actively participating in reviews that support the development of the Taskforce on Nature-related Financial Disclosures (TNFD) recommendations. We have incorporated various draft elements into our environmental governance framework, such as the TNFD's Locate, Evaluate, Assess, Prepare (LEAP) risk process.

Through the ICMM, we are working with our peers to support the testing, iteration and refinement of the TNFD through pilot testing ICMM's nature-related risk management and disclosure framework.

An example of how we support species' preservation and biodiversity conservation is through integrated land use planning and management practices, partnerships, and research, where appropriate. This supports the long-term sustainability of our industrial assets and the environment in which we operate, by seeking opportunities to reduce our operational footprint, wherever possible,

and addressing biodiversity impacts. We require our industrial assets to establish a robust environmental and socio-economic knowledge base and develop risk-based biodiversity action plans and site-level biodiversity targets, to drive progress in this critical area.

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 conduct our work with respect for legally designated areas, such as International Union for Conservation of Nature category I-IV protected areas and commit to neither mine nor explore in World Heritage Sites.

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

Biodiversity

We are responsible for managing areas of land we own, lease or manage which are protected by legislation or other mechanisms.

We own, lease, or manage around 125,000 hectares adjacent to protected areas. All but one of the relevant industrial assets have biodiversity management plans in place. The remaining industrial asset, which is located adjacent to a protected area, is developing its plan during 2023. Around 181,000 hectares is adjacent to high biodiversity areas; all the relevant industrial assets have biodiversity management plans in place. Industrial assets are required to define physical and operational boundaries for biodiversity conservation and ecosystem services and undertake biodiversity and ecosystem services baseline studies for use in the completion of risk assessments. These form the basis for the management of biodiversity-related risks and opportunities, including natural capital (ecosystem services) and nature-based solutions, together with consideration of relevant emerging requirements.

Nature-based solutions that have been identified and applied include regulation of water flows and quality, provision of food and shelter, control of pests and disease, and regulation and purification of atmospheric gases, to name a few. A number of our industrial assets have existing strategic partnerships in place to protect or restore habitat areas, including partnerships with communities.

Our approach aligns with ICMM Principles and Performance Expectations.

We monitor and report our performance, to drive improvement and investigate environmental incidents to prevent repeats. Our assurance processes are designed to support the principles of adaptive management and align with the ICMM Performance Expectations.

Rehabilitation and closure management

We recognise that we are temporary custodians of the land on which we operate and are committed to responsible land ownership and meeting community expectations. Mining is, by definition, a temporary land use and, at the end of its operational life cycle, the land completes its transition to post-mining land use.

Closure planning ensures the safe and responsible closure of assets that have reached the end of operational life. Our Closure Planning Standard requires our industrial assets to undertake a self-assessment against the ICMM Closure Maturity Framework to determine their level of closure planning maturity against a desired level of maturity to a level of international good practice.

Our industrial assets develop closure plans, including progressive rehabilitation programmes, to incrementally restore the land over the life of an industrial asset. We require our industrial assets to consult with local communities on the development of their closure plans and monitor the societal risks and opportunities associated with closure. Financial estimates to complete this post-mining restoration are developed before the end of operations, with financial assurance typically provided to government agencies prior to development or expansion.

Rehabilitation of previously impacted areas improves the visual appeal of the landscape and reduces dust emissions, erosion and sedimentation, as well as helping to minimise the impact of wind-blown dust from other areas. Where feasible, we conduct progressive rehabilitation on previously disturbed areas once active operations have completed.

Land stewardship *continued*

2022 performance

We are a large landowner and, as at the end of December 2022, leased or managed around 2.1 million hectares. During 2022, we disturbed 1,772 hectares and rehabilitated 1,863 hectares (2021: 2,287 hectares disturbed, and 1,459 hectares rehabilitated).

Of the total land our industrial activities have disturbed, we have rehabilitated 26% (36,000 hectares), with about 103,000 hectares requiring rehabilitation, representing about 5% of our total land owned, leased or managed. 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.

2022 activities

During the year, we progressed the implementation of the new Environmental and Closure Planning Standards and associated guidelines and procedures.

We established geospatial software to view, edit, manage and analyse geographic data from the environmental, social and local economic knowledge base of our industrial assets. This software is being implemented by our industrial assets with TSFs in a phased approach where industrial assets with 'very high' and 'extreme' consequence TSFs are being prioritised.

Biodiversity

We are exploring how we can achieve our ambition of no net loss of biodiversity and are working to identify and address potential impacts of our industrial assets on ecosystem services through the application of the mitigation hierarchy. We are taking a systematic approach to setting biodiversity targets by doing biodiversity risk

assessments to inform the development and implementation of biodiversity management plans. Based on the data obtained through this process, we aim to then set biodiversity targets.

By the end of 2022, over 70% of our industrial assets had completed biodiversity risk assessments. Around 45% of our industrial assets were identified as requiring biodiversity management plans.

Preliminary results of these risk assessments identify key themes such as pollution prevention and control, the protection and regeneration of biodiversity and ecosystems, the sustainable use of resources and indirect impacts such as droughts, floods and forest fires. We are considering the application of controls involving ecological management actions to control invasive species, erosion and sedimentation, as well as regeneration and revegetation strategies including seed collection and propagation and monitoring programmes.

During 2023, where required, our industrial assets are expected to develop biodiversity management plans or update existing plans based on the outcomes of the biodiversity risk assessments.

We have partnered with the Endangered Wildlife Trust to develop training in setting biodiversity targets in order to continue building capacity throughout our industrial assets to support the target setting process.

Our industrial assets continued to implement regionally appropriate work plans that reflect the needs of their local flora and fauna. For example, in Australia, we are continuing our long standing (14 years) partnership with the Queensland Department of Environment and Science to contribute to the establishment of a second

relocation refuge for the critically endangered northern hairy-nosed wombat. Our Australian coal business is investing AU\$2.1 million during 2022 and 2023 in the recovery programme of the species, which includes the translocation of wombats from Epping Forest National Park to a new colony near St George in south-west Queensland. Northern hairy-nosed wombats are one of Australia's rarest land mammals, with an estimated 315 remaining in the wild at Epping Forest National Park and the Richard Underwood Nature Refuge, a significant increase from the 35 in the early 1980s.

Rehabilitation

In accordance with our Closure Planning Standard, our industrial assets are required to develop and implement closure and social transition planning processes and assess and mitigate the impact of closure on our workforce, local suppliers and communities.

Correjón, in Colombia, planted over 585,000 native trees of the tropical dry forest in La Guajira during 2022. The planting was carried out in around 700 hectares that are part of the land rehabilitation activities where mining activities were previously carried out and in another 505 hectares adjacent to the mine where environmental compensation actions are being carried out.

In 2022, our Australian coal industrial assets completed 1,548 hectares (ha) of rehabilitation and invested AU\$102 million in rehabilitation work (2021: 1,149 ha, AU\$43 million). The increase in cost was due to the movement of significant material volumes at Newlands. This is the seventh successive year that our Australian coal industrial assets have exceeded their annual target of rehabilitating 1,000 ha of mined land.

During 2022, two areas of completed rehabilitation were signed off by the Queensland government, after reaching key completion criteria that covers areas such as landform and drainage, vegetation establishment and sustainability.

Also in Australia, during 2018 to 2022, our McArthur River Mine has planted over 500,000 trees and shrubs and grasses along the McArthur River diversion. The programme uses native flora with around 95% of the seeds being collected locally and propagated at the mine's on-site nursery.

Closure management

During 2021 and 2022, we assessed the maturity of our closure planning activities against the ICMM's Closure Maturity Framework. The results identified a gap between the current and desired maturity levels. Through the implementation of our revised Closure Planning Standard, these gaps are being systematically addressed using a risk-based approach. In addition, almost all of the findings identified by the assessment have been closed out, with the remaining in the final stages of completion.

In 2022, due to market conditions, we placed the Portovesme zinc smelter in Italy and the Nordenham zinc and lead smelter in Germany on care and maintenance. We also ceased operations at Matagami in Canada and the Prodeco coal complex in Colombia. Our approach to the care and maintenance of our industrial assets includes, safely and responsibly winding down operations and taking the opportunity to conduct important maintenance and improvement activities while providing support for the people impacted by the suspension of operations.

Land stewardship *continued*

Since 2019, we have closed three coal mines, La Jagua and Calenturitas in Colombia, and Hlagisa in South Africa, an independently managed joint venture in which we have a 23.12% equity interest, as well as Matagami, a zinc mine in Canada. We plan to close three more coal mines in the near term and at least six additional coal mines by the end of 2035. These mines comprise Cerrejón in Colombia, Liddell, Newlands, Integra, Clermont, Oaky North and Mangoola in Australia, and, in South Africa, iMpunzi, as well as Wonderfontein, an independently managed joint venture in which we hold a 24.3% equity interest.

Next steps

- Continue to explore how to achieve our ambition of no net loss of biodiversity.
- Finalise biodiversity risk assessments at all of our industrial assets.
- Develop and update biodiversity management plans reflecting the findings of biodiversity risk assessments.
- Roll out biodiversity target setting training to strengthen capacity.
- Complete the review of closure plans for those industrial assets nearing end of life and hold a closure workshop to progress closure planning maturity.
- Initial planning for TNFD-aligned disclosures.

Case study: Utilising the Biological Diversity Protocol (BD Protocol) in partnership with the Endangered Wildlife Trust in South Africa

A Biodiversity Footprint is the total impact (both positive and negative) that an activity has on ecosystems and species. The Endangered Wildlife Trust established the National Biodiversity and Business Network (NBBN) in South Africa to guide corporates towards sustainability and the conservation of nature. The NBBN developed the Biological Diversity Protocol (BD Protocol), which is the first and only to date, standardised accounting framework based on double-entry bookkeeping and designed to help any organisation consolidate its impacts on biodiversity.

Our ferroalloys industrial assets are utilising the BD Protocol to produce statements of both performance (periodic changes) and position (accumulated changes over time) through tracking changes at their ecosystems as part of an audit process, as well as to track the progress of their biodiversity targets.

Our ferroalloys industrial assets constructed ecosystem accounts using existing site-based data and satellite imagery, to assess the extents and conditions of ecosystems directly impacted by our activities. Fourteen ecosystem types were assessed, which included threatened ecosystems. No species inventories were developed due to lack of available sufficient information at the time of the assessment; our ferroalloys industrial assets have set procedural targets to develop species inventories, where appropriate.

Using the BD Protocol and Glencore's Biodiversity Target Setting and Tracking Guideline, our ferroalloys industrial assets developed targets organised around five overarching activities:

- refining the ecosystem asset register;
- developing a material species asset register;
- developing site-specific ecosystem condition and monitoring protocols;
- improving positive biodiversity footprint while regularly updating biodiversity footprint accounts; and
- establishing regional partnerships for biodiversity stewardship opportunities.

Through the footprint assessment, our ferroalloys business can:

- better identify its biodiversity risks and opportunities;
- build an ecosystem asset register;
- assess the surface area of its positive and negative impacts;
- produce a biodiversity footprint baseline for target setting; and
- disclose impacts using international best practice.



Land stewardship *continued*



Case study: Nursery project set to restore forest ecosystem

In the DRC, as part of KCC's Closure and Rehabilitation Plan, a recent biodiversity assessment identified areas for rehabilitation and restoration.

The flora biodiversity of the area is dominated by Central Zambesian Miombo Woodland, an ecosystem that provides communities with edible fruits and mushrooms, insects, medicinal plants and building materials. The biodiversity has been impacted by deforestation and climate change.

KCC initiated a nursery project to stabilise impacted areas, limit dust dispersion and to contribute to carbon sequestration, by producing seedlings of various native miombo species.

The project draws on the expertise and participation of a range of stakeholders, including seedling producers within the community, and the Faculty of Agronomic Sciences at a regional university. The

university provides technical support for selecting, sourcing and establishing a planting plan for the seedlings.

Representatives from the university, KCC's environment department and community liaison team, and a local church partnered to deliver a pilot interactive outreach session to members of the Tshamundenda community to explain the nursery project.

A further session was held with a contractor operated by former artisanal miners, who will maintain the nursery and manage, grow and monitor the seedlings.

The nursery project was inaugurated in December 2022 on Arbor Day. Going forward, KCC intends to sponsor communities to plant thousands of trees in guided planting campaigns.

Case study: Building a network of nurseries for the tropical dry forest

In Colombia, Cerrejón's approach includes working with farmers and Indigenous communities on mitigating climate change impacts, food and water security, and sustainable employment creation. Its work was recognised when it won the BIBO 2022 award. This is an important environmental recognition in Colombia, organised by the El Espectador newspaper, and supported by the WWF and the European Union. Cerrejón was recognised for building a network of nurseries for the tropical dry forest, which it developed with four community organisations.

During 2022, the nursery network produced and planted more than 400,000 trees of 40 native species and created 350 jobs for community members. The project has created a biological corridor of over 25,000 hectares, which joins the Serranía del Perijá and the Sierra Nevada.

This initiative generates income for the participating communities, based on nature-based solutions, while simultaneously stopping and reversing the loss of biodiversity and promoting sustainable economic development.

Land stewardship *continued*

Case study: Biodiversity monitoring

Mount Isa Mines (MIM) in Queensland, Australia is located within a high biodiversity area with approximately 32,000 hectares of its lease falling within the North-West Highlands Bioregion, of which 6,500 hectares is within an area of high biodiversity value. The unique environment of Mount Isa is home to numerous species of flora and fauna. The lease contains 21 regional ecosystems (vegetation communities with particular combinations of geology, landforms and soil) and over 490 plant species and 389 animal species are known to occur within the lease. Some of these species are in abundance like the snappy gums and red kangaroo, while others are either rare, vulnerable or endangered like the red river gum and the curlew sandpiper.

MIM's Biodiversity and Land Management Plan forms part of a comprehensive set of standards, procedures and processes that support its assessment, control, management and monitoring of its potential or actual impacts from its activities.

Biodiversity management includes assessing the condition of the area through water quality monitoring and flora and fauna surveys. The birds and gecko fauna survey is carried out every two years and forms part of MIM's Environmental Impact Monitoring Program (EIMP), which also involves bi-annual flora and fauna surveys. The flora survey involves collecting data on tree health, which is collated into a report to assess any potential long-term environmental effects from emissions on soil, flora and fauna within the prescribed receiving environment. Pest and weed management is undertaken, along with implementation of a fire regime (back burning), to reduce fuel loads surrounding the MIM operation and Mount Isa community, which helps minimise the impacts of wildfires to our operations, the community and the natural environment.

All new projects and major changes to MIM operations must take biodiversity management into consideration and our environmental advisors are responsible for ensuring that new activities are appropriately assessed, and that there are no potential adverse impacts to areas of high biodiversity.



Material topics

Human rights



We recognise that 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.



2022 performance

Severe human rights incidents



2021: 0

Community complaints

(number received)



2021: 1,147

2022 highlights

- Continued implementation of our Human Rights Standard.
- Human Rights Workshop attended by over 120 industrial asset practitioners.
- Reviewed our approach to social performance and human rights (including security) incident management.

SDGs



Further information

Additional data is available in Appendix One: ESG Data Book and GRI Index 2022, and our extended Excel ESG Data Book, [available here](#)

Further information on our approach towards human rights is [available here](#)

Human rights *continued*

Our strategic ambition

To uphold and promote respect for human rights within the Group, and throughout our value chain to enable peoples' 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 we cause or contribute to an adverse impact on human rights, we provide for, or cooperate in, processes to enable an appropriate remedy.

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.

The United Nations Guiding Principles on Business and Human Rights (UNGPs) set out expectations for all businesses to respect human rights above and beyond compliance with national laws and regulations.

Our Human Rights Policy, which was developed in consultation with communities and external experts, articulates the fundamental elements of Glencore's approach, and how we fulfil our commitment to respect human rights.

The Policy aligns with the ICMM Principles and the UN Sustainable Development Goals.

Through our policies, standards, and processes, we are committed to respecting human rights in accordance with the United Nations (UN) Universal Declaration of Human Rights, the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, the UNGPs and the UN Global Compact.

Our Human Rights Policy requires that if our industrial assets cause or contribute to an adverse human rights impact, they investigate at a local level, report the incident internally and provide or participate in effective remediation, giving particular attention to vulnerable and disadvantaged groups.

Our industrial assets are required to operate grievance processes designed to meet the UNGP effectiveness criteria, a source of continuous learning and based on engagement and dialogue. Where people have complaints or grievances, we aim, where possible, to investigate and resolve them at the local level.

2022 performance

There were no severe¹ human rights incidents during the year.

In 2022, our local grievance mechanisms received 1,077 complaints (2021: 1,147 complaints) made by communities living around our industrial assets. The main reason for the decrease in the number of complaints was the divestment of our Chad oil assets, which in previous years accounted for almost 50% of the complaints received, partly offset by the inclusion of complaints

relating to the Cerrejón coal mine in Colombia. The majority of complaints received related to air emissions, most notably odour/fumes and noise, which accounted for 18% and 9%, respectively, of our total complaints. The remainder of the complaints were across a range of topics.

In 2022, we were not aware of any incidents involving interactions between local communities and our security providers resulting in severe¹ human rights impacts.

During 2022, our Cerrejón mine in Colombia continued to work with the five resettled communities Patilla, Roche, Tamaquito II, Las Casitas and Chanqueta, to implement programmes established as part of the resettlement process. At Prodeco, also in Colombia, work continued with the ongoing resettlement of the Plan Bonito and Hatillo communities and the commencement of projects allocated to Prodeco as a part of the approved Boqueron Socioeconomic Development Plan.

2022 activities

Strengthening our governance

In 2021, we rolled out our revised Human Rights and Security Standards. During 2022, our industrial assets continued to implement our Human Rights Standard including, where required, completion of human rights impact assessments and due diligence, and incorporation of human rights management into operational management plans and systems.

To support the implementation of the Standards, we have developed a series of guidance notes and bespoke training. These

have been shared with our industrial assets and training provided via webinars. Group HSEC&HR is monitoring the gap assessments and action plans and assessing compliance. This process is ongoing to the end of 2023.

In July 2022, we held a three-day human rights workshop attended by over 120 operational practitioners from across our industrial assets. Opened by our Chief Executive Officer, the workshop was externally facilitated by a leading subject matter expert and included keynote external presentations on modern slavery, just transition, and emerging issues in security sector governance. The presentations were complemented with internal dialogue and capacity building on Glencore's human rights context and responsibilities on a range of topics including responsible sourcing, environment and water, community health, labour and workforce, and security. Participants were cross-functional and included social performance, human rights, security, procurement, legal, environment, human resources, and health and safety practitioners.

One of the outcomes from the workshop was a commitment to undertake regionally tailored workshops on Voluntary Principles on Security and Human Rights (Voluntary Principles), to be rolled out in 2023.

Our Human Rights Risk Rating tool utilises a customised methodology to enable consistent human rights risk profiling across our industrial asset portfolio with defined minimum management pathways. During 2022, we continued to work towards

1. Severe is the equivalent of 'catastrophic' and 'major' on Glencore's incident classification scale. 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 abuse of human rights.

Human rights *continued*

conformance with our Human Rights Standard and human rights management pathways commensurate with risk ratings.

The Human Rights Risk Rating tool is updated bi-annually, with the next review of industrial assets scheduled for 2023.

We reviewed our approach to social performance and human rights (including security) incident management as part of a broader review and update of our HSEC&HR Incident Management Procedure. The Procedure was launched with a series of global workshops with HSEC&HR practitioners.

Grievance mechanisms

All our industrial assets are required to have in place local complaints and grievance processes that are legitimate, accessible, predictable, equitable, transparent, and rights-compatible, in line with the United Nations' Guiding Principles (UNGP) 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.

We provide guidance and support to our industrial assets to ensure consistent good practice in complaints and grievance processes. In 2022, industrial assets were required to undertake gap assessments and review of local complaints and grievance processes for conformance with our Social Performance Standard; the approach complemented a 2021 grievance process review against the UNGP effectiveness criteria. Further, our audit programme assures conformance and efficacy of local complaints and grievance systems as part of our annual review of the Voluntary Principles on Security and Human Rights.

OECD complaints Chad

In 2020, three human rights organisations lodged a complaint with the UK's National Contact Point (NCP) for the Organisation 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 release of water at the Badila oilfield in the Republic of Chad (the Complaint). 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 the NCP's offer to facilitate a mediation process with the three organisations.

In June 2021, the UK NCP agreed to suspend the NCP proceedings (including the mediation process) until parallel legal proceedings were completed. In October 2021, the claimants under the parallel legal proceedings agreed not to proceed with their claim on GUK. However, due to the risk of potential other claims covering the same subject matter, GUK chose not to continue in the mediation process with the three organisations. GUK expects the UK NCP to produce its Final Statement later in 2023.

Colombia

In early 2021, a group of NGOs filed a complaint before the NCPs of Australia, Ireland, Switzerland and the UK, against Cerrejón's sales agent and its then shareholders, Anglo American, BHP and Glencore. The complaint included allegations in respect of the impact of mining on local communities through dust, water abstraction and pollution, the displacement of local and Indigenous populations, and inadequate due diligence and information disclosure by shareholders.

Glencore does not believe that these allegations have merit.

At the time of the complaint's submission, Cerrejón was an independently managed and operated joint venture, and the three companies were equal shareholders. In January 2022, Glencore acquired full ownership of Cerrejón.

The complaint was accepted by the Swiss NCP in January 2022, with the Swiss NCP offering to provide its good offices to facilitate a mediation between the parties. The Cerrejón shareholders engaged in the development of terms of reference by the Swiss NCP and indicated their willingness to engage in a mediation subject to the terms of reference being acceptable to all parties. A first mediation discussion focused on the terms of reference was scheduled, from which the complainants withdrew at short notice, following which in August 2022, the complainants withdrew from the process prior to any direct discussion with the former Cerrejón shareholders and Glencore.

The Swiss NCP issued a final statement in December 2022. It did not conduct any investigation in relation to the allegations made by the complainants but recommended that Glencore should maintain a dialogue with stakeholders and ensure that its due diligence policies and measures foster responsible business conduct at Cerrejón. Glencore accepts these recommendations, which are in line with our established business practices.

Cobalt artisanal and small-scale mining

We recognise that artisanal and small-scale mining (ASM) is a source of employment and income generation in many countries, and we support helping legitimate ASM be as responsible as possible, see page 42 for our work with the Fair Cobalt Alliance.

Cobalt ASM is particularly prevalent near our KCC and MUMI industrial, large-scale, mining operations. However, neither KCC or MUMI use ASM material in their operations. ASM continues to coexist in the region, and our focus is on managing the possible challenges that arise from this coexistence.

As a major producer and marketer of cobalt, we support efforts to establish greater transparency in the value chain and undertake third-party assurance of our responsible sourcing approach under the Responsible Minerals Initiative' Responsible Minerals Assurance Process – see page 57.

Our recent human rights impact assessment (HRIA) at KCC has identified around 110,000 to 150,000 artisanal miners in the region. Our engagement with those involved in addressing ASM, such as government, international development organisations, industry associations and civil society representatives, focuses on how ASM and large-scale mining can sustainably co-exist as distinct sectors of a successful mining industry in the DRC.

Human rights *continued*

Responding to security challenges

In response to safety incidents relating to the unauthorised access of its site by illegal intruders and artisanal miners, KCC implemented and strengthened a layered security approach to mitigate and discourage unauthorised access onto its operating concession. During 2022, KCC completed the building of a 44 km wall around its active operations. KCC continues to monitor and manage intrusion incidents in line with its security procedures, which align with the Voluntary Principles on Security and Human Rights.

Addressing ASM with our communities

Child labour is commonly found in ASM. We take a zero-tolerance approach towards child labour. KCC supports a number of community projects to address local context factors that underpin issues in the ASM sector. Its projects include supporting children's education through:

- summer camps that aim to keep children out of mining activities during school holidays, by providing them with meals and activities. During the camps, KCC highlights the dangers of ASM;
- constructing and renovating schools and providing educational equipment; and
- building a home for orphans and abandoned children to deter them from ASM activities.

We also provide equipment and finance to encourage alternative livelihoods through various organisations, including:

- creating cooperatives to provide goods and services to mining companies in Kolwezi, including Glencore and its contractors;
- training and developing skills such as carpentry, mechanics, building and welding; and
- providing equipment, seeds, fertilisers, and training to farming cooperatives.

Participating in the global conversation on ASM

We also continue to support international initiatives and forums aimed at developing a responsible ASM cobalt sector in the DRC. We are a founding member and an active participant in the Fair Cobalt Alliance (FCA), which brings together supply chain actors and stakeholders to drive the development of fair cobalt by supporting the professionalisation of ASM site management: making mines safer, minimising environmental impact, and creating dignified working conditions for men and women working at the mines. For more information, see the FCA website.

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

Working with security providers

Group HSEC&HR support, implement, and promote the Voluntary Principles. We train our security employees and private security contractors on the Voluntary Principles. With public security, we make clear our commitments and expectations to respect human rights and, where feasible, we document these expectations in a manner consistent with the Voluntary Principles.

Our audit programme assesses the adequacy and effectiveness of our industrial assets' security management plans. During 2022-23, we are evaluating these plans' compliance with the Voluntary Principles at Koniombo in New Caledonia, Antapaccay in Peru, and our coal and ferroalloys industrial assets in South Africa.

During 2022, we supported the government of the DRC to become a member of the Voluntary Principles Initiative.

Next steps

- Our bi-annual review of our global industrial assets' human rights risks via our Human Rights Risk Rating tool and update minimum management pathways where required.
- Review our Human Rights Risk Rating tool for continued improvement.
- Rollout of regional workshops on security and the Voluntary Principles to support industrial assets' implementation of our Security Standard with content tailored to regional security priorities and external factors.
- Progress capacity building through creating human rights and security communities of practice.

Human rights *continued*



Case study: Strengthening our approach to human rights in the DRC

Our industrial assets in the DRC have undertaken a third-party human rights impact assessment (HRIA) process. The process responds to a requirement of our Human Rights Standard and supports our KCC and MUMI industrial assets to identify the salient human rights issues affecting their sites, build internal awareness of human rights opportunities and challenges, and demonstrate to stakeholders their commitment to human rights.

The team involved in the process have undertaken desktop research, as well as site visits to both KCC and MUMI, run workshops with internal stakeholders and engaged with external stakeholders in the DRC. These included 'rights holders', such as workers and communities, as well as representatives of vulnerable groups and 'duty bearers', including site management, contractor management, community leaders, and local government representatives.

The HRIA is informing our human rights management plans moving forward in 2023.

Human rights *continued*

Case study: Recognition for Antapaccay's human rights programme

Antapaccay's programme 'Working together to respect human rights' is one of 13 winners of Peru's National Society of Mining, Petroleum and Energy 2022 Sustainable Development Awards. The programme also received first place in the competition's Due Diligence category.

The programme enabled Antapaccay to implement a due diligence process with a focus on human rights in the risk assessments of its processes and to evaluate human rights risks in their supply chain, including with their contractors. The programme's main actions include:

- internal and external training on Antapaccay's human rights policy, which aligns with Glencore's Human Rights Policy;
- a complaints and grievances mechanism that is accessible by all of Antapaccay's stakeholders;
- embedding the Voluntary Principles;
- developing a communication plan on human rights; and
- a strategy to promote diversity, equity and inclusion.

"This award reaffirms our commitment to always respect the human rights of everyone in our work, while also contributing to reducing existing gender gaps in the area," commented Paola Vera, Antapaccay's Superintendent of Human

Rights and Voluntary Principles. "Our programme responds in an efficient and timely manner and includes engagement with communities, the company's workers and contractors."

These efforts have contributed to an improvement in the number of female applicants from communities neighbouring the mine. In addition, 70% of Antapaccay's employees come from neighbouring communities.

Over 45 of Antapaccay's contractors have implemented human rights programmes that align with Antapaccay's policies within their companies.

Antapaccay's programme has also supported community members through urban and rural school students receiving training on the prevention of gender-based violence.

Antapaccay has successfully placed human rights at the core of its business and will continue to contribute towards strengthening its respect for human rights both in the workplace, neighbouring communities and suppliers.



Human rights *continued*

Case study: Identifying human rights risks and impacts

In 2005, Cerrejón published its first Human Rights Policy, which reflected Colombian regulations and the Universal Declaration of Human Rights. In 2011, it revised the policy to align it with the United Nations Guiding Principles on Business and Human Rights (UNGPs).

To help prevent human rights violations amongst its workers and neighbouring communities, Cerrejón has implemented a process of human rights due diligence that primarily seeks to prevent, mitigate and compensate for operational impacts, maintain respectful engagement with all groups (especially ethnic and vulnerable groups), and promote respect for human rights.

In 2021, Cerrejón initiated its third human rights risk and impact assessment (HRIA), which was carried out by an external consultant. The HRIA process engages with Cerrejón employees, neighbouring communities, national and state authorities, civil society representatives and international stakeholders such as the Swiss Embassy and Inter Agency Group for Mixed Migratory Flows.

During 2022, the analysis was finalised and communication to stakeholders initiated, through meetings held with local communities to present results and obtain feedback. In 2023, Cerrejón will finalise these socialisations with other stakeholders and define improvements plans.



Human rights *continued*

Case study: Addressing threats to human rights defenders in Colombia

Correjón has a zero-tolerance policy towards threats to and attacks on human rights defenders (HRDs) and has publicly condemned these acts.

Whenever these situations occur, Correjón alerts the appropriate authorities and requests immediate action to protect the life and dignity of those affected, as well as an investigation of the incident.

Correjón partnered with the Colombian branch of the Institute of Human Rights and Business (CREER) to enhance trust between stakeholders and among key actors in the La Guajira Province, and to strengthen local capacities to prevent and investigate these cases. The steps agreed by Correjón included:

- Publicly expressing its deep concern and condemnation of these deplorable acts;
- responding to threats to HRDs associated with Correjón by:
 - contacting the affected individual/s and offering support in filing a case with the relevant authorities, and providing information on Correjón's protocol to alert authorities;
 - notifying local and national authorities and insisting they investigate threats and/or attacks and act quickly to protect the life, dignity and safety of those affected; and
 - issuing a press release to publicly condemn the act and to call on prompt investigation and protection from the authorities.

- publishing in 2018, along with the other large coal producers in Colombia, civil society organisations and state institutions, a joint declaration on cases where HRDs were threatened or attacked, as well as participating in launching a protocol for companies to address these situations;
- partnering with CREER to support a programme to strengthen the capabilities of local authorities and the community. The programme provides training on roles and responsibilities, and promotes spaces for dialogue to create more trust between the parties; and
- promoting a meeting called by the Ministry of the Interior in 2019 to present its Prompt Attention Plan to social and community leaders. The Plan is designed to prevent threats and attacks on HRDs. Approximately 80 people from La Guajira attended the meeting, including over 30 leaders from Tabaco, the Victims Roundtable and NGOs (Fuerza de Mujeres Wayuu, Nación Wayuu, the Indigenous Consensus Roundtable), plus representatives from local political bodies, government institutions, the armed forces and police departments. A virtual meeting, held during the global pandemic with La Guajira leaders and led by the Ministry of Interior, reinforced the availability of an institutional route to respond to threats against HRDs.



Material topics

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, local procurement, social development, environmental stewardship and payments to governments.

Our presence requires ongoing management to avoid adverse social and environmental impacts. Our aim is to minimise adverse impacts from our activities and to build partnerships to support sustainable development and growth.



2022 performance

Tax and royalty payments^A
(US\$ billion)

12.0

2021: 7.6

Community investments
(US\$ million)

90

2021: 67

2022 highlights

- \$12 billion paid to governments in tax and royalty payments.
- \$90 million spent on supporting local community development, including enterprise development and economic diversification of local entrepreneurs.
- Over 230,000 people benefited from our enterprise development and economic diversification investments.
- Around 2.5 million people living near to our industrial assets benefited from our community investment activities.

SDGs



Further information

Additional data is available in Appendix One: ESG Data Book and GRI Index 2022, and our extended Excel ESG Data Book, [available here](#)

Further information on our approach towards responsible citizenship is [available here](#)

Responsible citizenship *continued*

Our strategic 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.

Our approach

We aim to avoid harm to people from our activities, respect human rights, contribute to social and economic development of affected people and society more widely, and establish and maintain trusting relationships with stakeholders, through ethical and responsible business practices.

We strive to make a valued contribution to social progress through the production and marketing of commodities that provide the basic building blocks for development; through the provision of employment and business partner opportunities; through payments to governments such as taxes and royalties; and through social development in societies where we operate.

As a member of the societies where we operate, we work in partnership with government, civil society and development agencies to share knowledge, build capacity and contribute to enduring social and economic outcomes.

We support economic development by providing local employment, procurement and contracting opportunities to local enterprises and by incorporating social transition strategies into our planning process to mitigate closure impacts.

2022 performance

During 2022, we spent \$90 million on community development programmes (2021: \$67 million). The increase reflects the resumption of activities following suspension during Covid-related lockdowns, the inclusion of Cerrejón's social investment spend and for humanitarian assistance in response to the conflict in Ukraine.

During the year, our payments to governments totalled \$12.0 billion^A (2021: \$7.6 billion), reflecting the value we contribute through the taxes and royalties we pay in our operating countries. Corporate income tax contributed most to the year-on-year increase, while royalties paid also materially increased, reflecting mainly higher commodity prices. Approximately, 93% of total royalties, duties and taxes were paid in Australia, Canada, Colombia, the DRC, Kazakhstan, Peru and South Africa.

Additionally our Australian and South African industrial assets provided humanitarian relief and assistance to communities affected by the devastating floods in those countries.



Responsible citizenship *continued*

2022 activities

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

Stakeholder group	Value flows	2022 results
Employees	Wages and benefits	<ul style="list-style-type: none"> 96% of our workforce is local to the country where we operate
Suppliers, contractors and small businesses	Procuring goods and services Skills and enterprise development	<ul style="list-style-type: none"> 78% of our global procurement spend is with suppliers and contractors local to the countries where we operate More than 230,000 people benefited from our enterprise development and economic diversification investments
Local communities	Community development Use of shared public-use infrastructure Education and skills development	<ul style="list-style-type: none"> \$90 million spent on programmes supporting local community development, including about \$9 million on enterprise development and economic diversification of local entrepreneurs Around 2.5 million people living near to our industrial assets have benefited from our community investment activities, including environmental initiatives, healthcare facilities, education programmes and enterprise development \$800,000 spent building or maintaining about 70 kilometres of roads \$80,000 invested in public infrastructure for the processing of 11 megalitres of water per day
Local and national governments	Taxes and royalties	<ul style="list-style-type: none"> \$12.0 billion^A paid to host governments in taxes and royalties

Indigenous Peoples and cultural heritage

Our business interacts with many diverse communities around the world. We respect the rights, interests and aspirations of Indigenous Peoples and acknowledge their right to maintain their culture, identity, traditions and customs.

We seek to ensure that Indigenous Peoples are consulted and have given their free, prior, and informed consent in relation to new projects and changes to existing projects where significant adverse impacts are likely to occur, including as a result of relocation, disturbance of lands and territories or of critical cultural heritage. We seek, through good faith negotiation, to reach agreements with Indigenous Peoples who maintain an interest in, or connection to, the land on which we operate, formalising engagement processes and sustainable benefits.

Some of our industrial 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.

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

Key activities relating to Indigenous People present in our areas of influence include:

Australia

In Australia, we engage and consult with the Traditional Owners and Custodians, local and Aboriginal and Torres Strait Islander workforce and cross-cultural consultants in the development of cultural respect strategy initiatives.

Our Australian industrial assets operating near Indigenous Peoples strive to enable and promote Indigenous employment opportunities at our operations, and meaningful and transferrable skills development. Our coal industrial assets continue to implement their Indigenous Employment Pathways Programmes (IEPP) in Queensland and New South Wales to provide real employment connections for Indigenous Australians, skills and lifestyle training and work experience. Our McArthur River Mine (MRM) industrial asset enjoys one of the highest rates of Aboriginal employment of any mining company in the Northern Territory, with close to 25% of MRM's employees being members of Indigenous Peoples' communities.

Our Aurukun Bauxite Project Joint Venture in Queensland continues its engagement and benefit agreement discussions with the Wik and Wik Waya People who hold native title rights and Aboriginal freehold rights over much of the project area of the Aurukun Bauxite Project. Since 2019, our project team has progressed engagement with Traditional Owners through various mechanisms including working groups (the model of which was developed and endorsed with Traditional Owners and the Ngan Aak Kunch Aboriginal Corporation (NAK)), on-country camps, and Traditional Owner aspirations and benefit management

Responsible citizenship *continued*

discussions. These processes will continue in 2023.

Canada

Our Raglan Mine in Nunavik, Quebec, negotiated the first Impact Benefit Agreement (IBA) in Canada in 1995. The IBA 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. The IBA has been, and continues to be, used as a reference for other agreements between Indigenous groups and the mining industry and other industrial sectors in Canada.

The Raglan Committee, which consists of representatives of the signatory parties, was established to support the implementation of the IBA. In 2022, the Committee responded to community concerns about dust and engaged on the dust monitoring process.

Through discussions with Inuit partners, Raglan Mine identified that some of the communities' key concerns were around mine closure practices, including tailings management. Although Raglan Mine is expected to remain operational for at least another 15 years, the Raglan Mine Closure Plan Subcommittee was launched in 2018 to establish and maintain a dialogue with the Mine's Inuit partners about mine closure and to integrate traditional knowledge into Raglan Mine's Closure Plan. During 2022, as part of finalising the Closure Plan Review, the sub-committee developed a list of concerns, comments, questions and directions to submit to the contractor who will be developing the next Closure Plan.

In 2022, to support the Closure Plan Review, the sub-committee held a workshop to find appropriate terms and descriptions in Inuktitut for key terms used in the closure planning process. Workshops with neighbouring communities resulted in 24 Inuktitut phrases and descriptions for mining and closure terms.

In 2008, the Raglan Mine established its Tamatumani (second start in Inuktitut) programme. The programme encourages and supports local Inuit community members to work at Raglan Mine.

Colombia

A court ruling in December 2016 required Cerrejón to consult with the Indigenous communities within its area of influence on potential compensation for possible environmental, social and cultural impacts that have occurred during more than 30 years of operation.

Cerrejón established a dedicated team to carry out this consultation exercise, which is of unprecedented magnitude in Colombia. By the end of 2022, Cerrejón had reached agreements with 301 Indigenous communities. Consultations with the remaining Indigenous communities are taking place during 2023.

Agreements with communities have included compensation measures to address social and cultural impacts such as income generation projects related to livestock activities; cultural strengthening initiatives including harmonisation rituals and new engagement protocols; and infrastructure for the general benefit of the community. The projects reflect proposals made by the community representatives.

South Africa

In South Africa, our ferroalloys industrial assets engage with Traditional Authorities and communities living close to its operations, undertaking annual engagements with these communities.

For some years, Glencore and other mining peers operating in South Africa have experienced violent community protests in response to rising poverty levels. In some cases, industrial assets were stormed and vandalised resulting in extensive production losses.

Our ferroalloys industrial assets worked with an external consultant to develop an approach to address local stakeholder discontent. The work began with our Eastern Limb operations with the identification and mapping of villages and their boundaries of 19 rural communities. Demarcation workshops were held at Traditional Council Offices in the stakeholder community villages. Village maps were printed for Traditional Authorities, supporting their perspective of their village, its section boundaries and key locations.

The village demarcation project is the first proactive attempt to identify and map the Indigenous knowledge of village and village section boundaries in the Steelpoort area. The findings contribute to our improved understanding of the geopolitical landscape of our stakeholder communities and is expected to substantially improve social investment project planning and implementation in the area.

Community health

We are committed to understanding and minimising community health risks at our industrial assets, and we responsibly manage any health hazards for our workers and the communities in which we operate. Health risks and impacts vary depending on a range of operational and contextual factors, such as environmental conditions, socio-economic wellbeing, jurisdiction and delivery of health services. We tailor our community health risk assessments to local contexts and seek to maximise opportunities to promote and support our workers to make healthy lifestyle choices, and partner with public health services to advance positive community health outcomes.

Our industrial assets are required to complete and maintain health risk assessments, including community health, and integrate controls into business planning with the overarching aim of protection of the health of workers and communities.

We work closely with our industrial assets to support implementation of our Health Standard through skills and capacity building for our local teams in community health assessment, hazard identification and mitigation. We also seek opportunities to align our industrial assets' social investment programmes with community well-being and health promotion.

Responsible citizenship *continued*

Payments to governments

We pay all relevant taxes, royalties and levies required by local and national regulations 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 understand the detrimental impact of corruption on the capacity for regions and nations to fully realise rights and benefits due to them from resource development. We support efforts to combat corruption including through transparency initiatives and our own compliance initiatives, as we discuss further in our 2022 Ethics and Compliance Report. We welcome fiscal transparency, as it encourages the responsible management of revenues from extractive activities. We commit to disclose taxes, fees and royalties related to mineral extraction to governments in accordance with the principles set forth under the Extractive Industry Transparency Initiative (EITI).

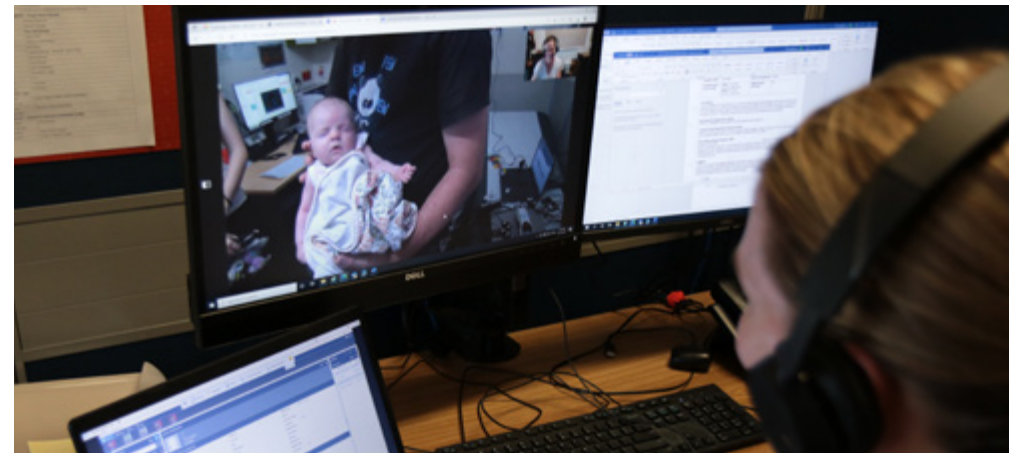
We have been an active supporter of the EITI since 2011 and its principles of transparency and accountability. We participate in in-country forums supporting the EITI, and, at a corporate level, in the EITI Commodity Trading Transparency working group.

Our annual Payments to Governments Report is prepared as required by the Transparency Directive Amending Directive (2013/50/EU), with the disclosure of payments to governments, in line with

Chapter 10 of the EU Accounting Directive (2013/34/EU). It details payments by country, project and recipient. We also include information, for those countries compliant with the EITI, on commodity trading payments to state-owned (50% or more) enterprises for oil, metals and minerals, in line with the EITI's reporting guidelines for companies buying oil, gas and minerals from governments.

Next steps

- Global review of our approach to social investment including development of a Social Investment Framework to support optimisation of governance, performance, and reporting of Glencore's social investment activities.
- Continued capacity building of practitioners through social performance communities of practice.
- Review our operational approaches to cultural heritage and engagement with First Nations and Indigenous Peoples for consistency with industry leading practice.



Case study: Improving the detection of hearing loss in young children

The remote location in Queensland Australia of our Mount Isa Mines (MIM) industrial asset means that its neighbouring community's access to specialist medical services can be limited. MIM works with the local health authority to identify where it can support meeting these gaps. During 2022, MIM helped to fill such a gap in audiology health services.

MIM and the Children Hospital Foundation partnered to provide new diagnostic teleaudiology equipment for communities across the region, to increase the capacity to detect hearing loss in newborns and infants. The equipment is delivered through the North West Hospital and Health Service, which is based in Mount Isa city and provides a range of health services across North Queensland.

The technology allows specialists to carry out hearing assessments remotely on newborns and infants to diagnose any

hearing impairments and provide timely and appropriate treatment and intervention.

Access to services locally for regional and remote communities is critical, as delays in identification and treatment of childhood hearing impairment can profoundly affect quality of life, and communication, social and emotional development.

Use of the equipment began in early 2022, and is expected to benefit between 100 to 200 newborns and infants each year.

Glencore is dedicated to supporting essential health services and making a real difference to the lives of people in communities and regions where we operate.

Responsible citizenship *continued*

Case study: Implementing the cahier des charges in the DRC

In 2018, as part of the revised DRC Mining Code, the government introduced regulations that require mines to develop through consultation with local stakeholders a financially provisioned, five-year plan for local community development – a cahier des charges (social term sheet). The cahier des charges was launched in 2022 and is designed to support improvements in the quality of life of communities impacted by mining activities.

Representatives from the community, local authorities and the mining company make up a local development committee (Comité Local de Développement – CLD), which is overseen by the provincial Ministry of Mines.

Both of our DRC industrial assets, KCC and MUMI, are legally required to develop a cahier des charges, which requires:

- a definition of the area of coverage, which reflects the mine’s area of influence – this involves 13 communities for KCC and nine communities for MUMI;
- identifying the communities’ priority needs, which are approved through public meetings organised by the CLD. For the development of KCC and MUMI’s cahier des charges, the CLD worked with an independent consultant;

- negotiating and agreeing the proposed projects by the mining company, community representatives and local authorities. The CLD and the mining company sign a memorandum of understanding (MoU) that sets out the agreed community projects; and
- Verification to ensure the cahier des charges aligns with the provincial social plan. Once concluded, the verified cahier des charges is approved by the provincial governor and shared with the national Cadastre Minier (Mining Cadastre).

Once approved, the cahier des charges is monitored by a local monitoring committee (Comité Local de Surveillance – CLS), as well as by the Congolese Environment Agency (ACE), the Mining Environment Protection Directorate (DPEM), and the National Fund for the Promotion of Social Services (FNPSS).

Representatives from local authorities and communities make up the CLS, which monitors the execution of projects against the cahier des charges’ plan, budget and timeframe. The ACE, DPEM and FNPSS check for non-compliance, which can lead to a warning, or ultimately, loss of the mining licence.

The projects identified by CLD as part of KCC and MUMI’s cahiers des charges cover infrastructure, education, electrification, agriculture, and health. KCC and MUMI are responsible for the implementation of these projects, which need to be delivered within the agreed timeframes. There are opportunities for local contractors to participate in the tendering process, which will provide indirect economic benefits.

Through the cahier des charges we expect our social investment in the DRC to

increase to KCC spending around \$40 million over the next five years and MUMI approximately \$13 million. KCC and MUMI will also continue to support voluntary social investment initiatives.

The final approval of KCC’s cahier des charges projects is in process and is expected to be finalised in 2023, when the tendering process will begin. The tendering process for the community projects relating to MUMI’s cahier des charge is underway.



Responsible citizenship *continued*



Case study: Supporting delivery of power infrastructure

Energy and power infrastructure is an enabler of development and poverty reduction. It is instrumental to the delivery of many community services such as education and health and well-being, as well as encouraging the growth of small enterprise development. The absence of reliable energy is a major inhibitor of community development and limits the ability of communities to build resilience and capitalise on the opportunities that arise from the presence of our industrial assets.

We recognise that in some contexts, the installation of energy infrastructure with public funds can be challenging. Where appropriate, we look for opportunities to partner with local municipalities and state enterprises to support the delivery of critical power infrastructure that benefits communities.

In the Kutullo community in Ga-Malekane, Limpopo Province in South Africa, there is an area on which homes have been present for many years, but without electricity. In 2022, our ferroalloys Eastern Chrome Mines, through their stakeholder engagement processes with the local communities, identified this critical infrastructure gap and its implications for the residents of Kutullo. Working with the local municipality, our Eastern Chrome Mines supplied the materials, equipment, and personnel to deliver electricity to 900 households, with an additional 900 to be completed in 2023.

On completion of installation, the electricity infrastructure was transferred to the state service provider for incorporation into the power grid.

Case study: Monitoring largemouth sawfish

In the Northern Territory, Australia, the McArthur River is culturally significant for the Traditional Owners of the region where our industrial asset, McArthur River Mine (MRM) operates, with the river forming an integral part of their connection to country. MRM is committed to protecting the McArthur River to ensure the local community's cultural values and beneficial uses continue to be protected.

As part of its approval to operate, MRM's industrial activities must not impede the migration of sawfish along the McArthur River. MRM is required to monitor and report on this annually to the Australian Federal Government.

MRM has partnered with an external agency to carry out an acoustic tracking programme to monitor the populations of the vulnerable largemouth (or freshwater) sawfish, a key migratory species within the McArthur River ecosystem, and monitor fish passage success through the McArthur River diversion channel by implementing a tagging programme of key fish species, primarily barramundi.

In 2007, following the diversion, MRM began tracking using conventional tagging, which relied on the capture and recapture of individual fish. With a low recapture rate, the movement characteristics of the largemouth sawfish was difficult to demonstrate.

In 2016, the tracking programme moved to using acoustic tracking technology, which improves the monitoring's effectiveness

and provides a better understanding of the fishes' movements. An implanted acoustic tag 'pings' a series of receivers placed along the McArthur River, including upstream, downstream and within the McArthur River diversion.

To date, 33 largemouth sawfish and 33 barramundi have been implanted with acoustic tags, with nearly 90% of them having been detected acoustically.

MRM currently undertakes the acoustic monitoring programme annually. Indo-Pacific Environmental (IPE) collects the data on behalf of MRM. The findings in the most recent annual report are endorsed by IPE's Principal Scientist and Director, Dr Thorburn, a specialist in the study of largemouth sawfish who has tracked the fish's movement and behaviour in the McArthur River region for over ten years.

The results of the 2022 monitoring programme suggested:

- the capture rate of largemouth sawfish were above the expected range and remain consistent with previous years;
- MRM's activities are not having a measurable adverse impact on the largemouth sawfish population within the McArthur River; and
- rehabilitation works within the river channel are proving effective in creating habitat for resident aquatic fauna communities.

Responsible citizenship *continued*

Case study: Empowering women and girls for equality of opportunity

Access to education and freedom from gender-based violence contributes to empowering women and girls to reach their potential. Our ferroalloys Eastern Chrome Mines in South Africa recognise the consequences of systemic inequality, and actively support the advancement of women in the workforce, in education, and in the communities neighbouring them.

In 2022, we partnered with government agencies to support women seeking relief from gender-based violence by contributing to the construction of a Thuthuzela Care Centre¹ at the Dilokong Hospital in Gowe, near our Steelpoort industrial assets.

Thuthuzela Care Centres are an initiative of the Department of Justice and form part of the government's integrated strategy for prevention, response and support for rape victims through respect, comfort, and the restoration of dignity. The Centres care for victims of gender-based violence, and work to prevent violence towards and the killing of women and girls.

Dilokong Hospital covers 160 villages and over 300,000 people, making it an ideal location for a new centre as it provides easy access to those in the community needing help and support. Women who visit the Centre receive medical examinations, counselling, treatment and medication. They can also access investigators, legal specialists and a victim assistance officer.

In addition to the Steelpoort Centre, our ferroalloys Eastern Chrome Mines renovated Thuthuzela Care Centres in the eMalahleni, Brits and Rustenburg communities.

In 2021 and 2022, our ferroalloys industrial assets also partnered with the Imbumba Foundation to donate half a million sanitary products each year to over 10,000 girls at 57 schools in Limpopo and the north-west of South Africa. Lack of access to sanitary products has been found to be a major cause of absenteeism, resulting in many girls falling behind and eventually dropping out of education. Provision of these simple products, along with a Glencore-funded school nurse, helps girls to stay in school and complete their education.

1. Thuthuzela Care Centres (justice.gov.za)



Case study: Supporting agricultural livelihoods

Since 2014, MUMI in the DRC has supported its neighbouring communities to strengthen their agricultural activities. The initial aim of this programme was to encourage economic diversification and to develop income-generating activities not related to mining.

Through the programme, MUMI works with agricultural associations to provide fertiliser, seeds and equipment. In order to participate in the programme, the agricultural associations need to be recognised by the local authorities, which results in inclusion in a register of associations.

Each year, the associations agree with MUMI on the type of support they require and MUMI procures and distributes the identified items.

In 2014, the programme worked with associations farming five hectares of land. In 2022, the programme supported around

65 associations, each with 12-16 members, working on 580 hectares.

The implementation of the cahier des charges, see case study on page 52, will change how MUMI works with the agricultural associations. The new approach will create a community-level structure to manage the support that MUMI provides to agricultural associations. This entity will give greater autonomy to those involved in the agricultural programme but will require the development of management skills within the participating community members. MUMI is working with the community structure to ensure transparency, equity, and fair access going forward.

In addition to encouraging livelihoods outside of mining, MUMI's agricultural programme has helped strengthen community resilience.

Material topics

Responsible sourcing and supply



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



2022 performance

New suppliers
(number of suppliers)

6,663 
2021: 8,607

Screening on environmental criteria
(number of new suppliers)

4,024 
2021: 5,811

Screening on social criteria
(number of new suppliers)

4,038 
2021: 5,767

2022 highlights

- Launch of updated Supplier Code of Conduct.
- Publication of our new Responsible Sourcing Policy and rolling out of its supporting Responsible Sourcing and Product Management Standards.
- Development and implementation of responsible sourcing toolkits.
- Met the LME's deadline for re-registering brands that must meet its new responsible sourcing requirement.

SDGs



Further information

Additional data is available in Appendix One: ESG Data Book and GRI Index 2022, and our extended Excel ESG Data Book, [available here](#)

Further information on our approach towards responsible sourcing and supply is [available here](#)

Responsible sourcing and supply *continued*

Our strategic ambition

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

Our approach

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

Our responsible sourcing strategy takes a risk-based approach to considering the production and sourcing of metals and minerals and procurement of goods and services.

An integral part of our responsible sourcing approach is supply chain due diligence for our metals and minerals supply chain. For our suppliers of metals and minerals, we conduct risk-based due diligence in accordance with the five-step approach framework defined in Annex I of the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict Affected and High-Risk Areas, 3rd Edition (OECD DDG).

Our risk assessment and management strategy identifies and assesses risks, including those relating to Conflict Affected and High-Risk Areas (CAHRAs). We take a collaborative risk management and mitigation approach to the identified risks within our supply chain.

2022 activities

Strengthening our governance framework

In recent years, multiple countries and jurisdictions have introduced legislation relating to responsible sourcing, such as that targeting modern slavery and child labour, resulting in due diligence requirements for these types of supply chain risks. Furthermore, market platforms for metals have introduced responsible sourcing requirements that producers of branded products must meet to retain their brand status. Finally, there are increasing customer expectations around assurance on the responsible sourcing of supplied metals and minerals.

In response to these regulations, market platform requirements and our customers' expectations, we reviewed our existing responsible sourcing programme and during 2022, we launched a Group Responsible Sourcing Policy, underpinned by Responsible Sourcing and Product Management Standards, which are designed to meet relevant regulations.

The Responsible Sourcing Standard operationalises the commitments set out in our Responsible Sourcing Policy and Supplier Code of Conduct and external requirements (including ICMM, LME and relevant regulations). It is applicable to both our marketing and industrial activities and includes due diligence for the suppliers of our goods and services and metals and minerals. It reflects a risk-based approach based on country and supplier activity risk. During 2022, we trained over 800 employees as part of our implementation of the Responsible Sourcing Standard.

The Product Management Standard supports a consistent approach to product management throughout the Group, and compliance with applicable regulatory requirements for products and materials and their transport. The Standard supports meeting our customers' expectations and maintaining market access. The EU's Green Deal and its Chemical Sustainable Strategy have impacted Europe's chemical management regulations, which we closely monitor and, when appropriate, engage with to maintain our market access.

We also reviewed, revised and rebranded our existing Supplier Standards, which were launched as Glencore's Supplier Code of Conduct in mid-2022. Our Supplier Code of Conduct is mapped to Glencore's Code of Conduct and has been expanded from its original version to be clearer on our requirements and expectations from our suppliers. It has stronger clarity on child labour and our suppliers' treatment of their workforce and neighbouring communities, as well as introducing requirements on climate and carbon footprint disclosures. Reflecting our commitment to transparency, the Supplier Code of Conduct encourages our suppliers to consider publicly disclosing the beneficial owners.

Our responsible sourcing governance provides a framework to address new and emerging global regulatory requirements around responsible sourcing and supply chain due diligence, while our product management governance addresses new and emerging product regulatory requirements. For example, we participated in the public consultation on the prioritisation for Authorisation of Lead Metal. Lead is an important enabler within a circular economy and in the production of several critical raw materials. Through our

submission, we noted that the continued responsible use of lead was needed for the delivery of the EU's Green Deal ambitions.

Responsible sourcing programme

Our Responsible Sourcing Policy and related standards support the delivery of our responsible sourcing programme. The programme is designed to provide assurance to regulators, customers, investors and other external stakeholders that our products have been responsibly sourced. It includes risk-based due diligence of suppliers, training of high-risk suppliers and assurance of suppliers.

In 2022, we continued our existing due diligence work for goods and services and prepared for a comprehensive global roll out of our refreshed goods and services' responsible sourcing due diligence activity, which launched on 1 January 2023.

We have established risk-based human rights due diligence processes on our metals and minerals suppliers, which is linked to our internal compliance-led 'know-your-client' (KYC) process. We are establishing centralised, regional hubs for supply chain due diligence which reflects the elevated risk profile of our responsible sourcing obligations.

During 2022, following a risk-based approach, more than 800 suppliers of metals and minerals were assessed for risks using our internal criteria, which includes the OECD DDG red flags. We identified that around 30% of those suppliers required enhanced due diligence. More than half of these were triggered by OECD DDG red flags, the remaining were triggered by adverse media and missing information.

Responsible sourcing and supply *continued*

We continue to progress our work to determine and put in place corrective action plans in respect of these suppliers. If these corrective actions are not successful, we will review our relationships with these suppliers. We will report further on our progress next year.

Meeting market requirements

We track evolving regulatory requirements in relation to responsible sourcing and our customers' expectations.

During 2022, we met the LME's deadline for re-registering brands that meet its new responsible sourcing requirements. Refineries processing LME brands are required to comply with the LME's requirements, which include a responsible sourcing standard approved by the LME and obtaining third-party certifications for relevant industrial sites that include ISO 14001: 2015 (environmental management systems) and ISO 45001: 2018 (occupational health and safety management systems).

Glencore has 18 LME-registered brands across 12 of our refineries. We are on track to achieve the required site ISO certifications for all brand-producing industrial assets by the end of 2023.

We have four refineries which are currently on LBMA's Good Delivery List for gold and silver. In 2022, to maintain their Good Delivery status, all four refineries undertook third-party audits against LBMA's Responsible Gold and Silver Guidance and passed.

On 1 January 2021, Regulation (EU) 2017/821, also known as the EU Conflict Minerals Regulation, came into force across the EU. The EU Conflict Minerals Regulation requires EU importers of tantalum, tin, tungsten and gold to source from responsible and conflict-free sources.

For 2022, we reviewed our imports into the EU affected by the EU Conflict Minerals Regulation and identified that we only imported tin relevant to the Regulation. A third-party assessment assessed our level of conformance with the EU Conflict Minerals Regulation and concluded that our due diligence management system complies in all material aspects with the requirements of the EU Conflict Minerals Regulation and the OECD DDG.

Responsibly sourcing and supplying cobalt and nickel

We are a major producer of cobalt in the DRC, and we are committed to the responsible production of cobalt. Our industrial assets in the DRC do not source or process any artisanal small-scale mining (ASM) material in the DRC, but we support the development of responsible ASM, working in partnership with others. Further information on our approach to ASM is available on pages 41 to 42.

We recognise that ASM is a reality, an important livelihood opportunity and part of the DRC. As such, Glencore has a role to play in helping legitimate ASM be as responsible as possible. In support of this, we joined the Fair Cobalt Alliance (FCA), and became actively engaged in international cobalt ASM forums, such as the Global Battery Alliance's Cobalt Action Partnership (CAP), and the Responsible Minerals Initiative (RMI), and we continue to engage on ASM in the DRC.

We utilise several tools to address the risk of ASM-produced product entering our supply chain:

1. **Due diligence:** In 2020, we worked with the RMI to pilot its Responsible Minerals Assurance Process (RMAP). The RMAP uses independent third-party assessments of smelter and refinery management systems and sourcing practices to validate conformance with the Joint Due Diligence Standard for Copper, Lead, Molybdenum, Nickel and Zinc and with the Cobalt Refiner Supply Chain Due Diligence Standard. Both standards are aligned with the OECD DDG. Our Murrin Murrin industrial asset in Western Australia, and KCC asset in the DRC participate in RMAP for cobalt (KCC, and Murrin Murrin) and nickel (Murrin Murrin). Murrin Murrin has been RMAP conformant since 2020, and KCC since 2021, with RMAP conformance subsequently confirmed annually. In 2023, KCC is planning to extend its RMAP conformance to cover both cobalt and copper.

2. **Traceability:** The Global Battery Alliance (GBA) is a partnership of 130+ businesses, governments, academics, industry actors, international and non-governmental organisations, which the GBA mobilises to provide a framework for collecting and reporting on certain ESG data for batteries. During 2022, we continued to contribute to the GBA's Battery Passport – see case study on page 58. We also actively engage in the GBA's Cobalt Action Partnership (CAP), which has developed an ASM standard accepted by both the DRC and the supply chain (the ASM Cobalt Framework). The Framework was handed over to RMI in 2022, who will oversee its implementation, which will support the responsible sourcing of artisanal-mined cobalt from the DRC; and
3. **Technology:** We participate in a blockchain initiative, Re|Source¹, to support the use of technology as a means to greater transparency, by introducing traceability in the cobalt supply chain. We worked with other major metals and mining companies, a battery material supplier and a global electric vehicle pioneer to pilot Re|Source. Re|Source is working with the Battery Passport of the GBA.

1. If the Re|Source project is formally constituted, it will be a joint venture between multiple parties; its constitution is subject to global anti-trust approvals being granted. Until it is constituted, Re|Source's consortium partners act individually only in relation to Re|Source.

Responsible sourcing and supply *continued*

External engagement

Our engagement activities involve stakeholders at the various stages of our value chain.

We support our industrial assets in their efforts to receive external validation. During 2022, various industrial assets underwent validation provided by BetterCoal, TSM, ICMM and RMAP.

Through the industry organisations in which we hold membership, we have contributed by participating in pilot studies and contributing data, to the development of commodity- and product-specific responsible sourcing standards, such as the Copper Mark and Responsible Steel.

We have participated in the piloting of technological solutions to increase transparency in the supply chain, such as the GBA Passport and Re|Source blockchain technology.

Next steps

- Supplier training including local enterprise training.
- Establish regional responsible sourcing hubs.
- Undertake regional Responsible Sourcing Standard workshops.
- Continue internal training.
- Continue supply chain due diligence.
- Continue to undertake third-party audits as required by industry initiatives and our Responsible Sourcing Standard.

Case study: Participating in the first battery passport

We are an active member of the Global Battery Alliance (GBA) and participate in various working groups as well as holding a board position. During the year, we continued to contribute to the GBA's Battery Passport, which provides a framework for collecting and reporting on certain ESG data for batteries.

As part of this we contributed to the development of the GBA's 'rulebook' for the GHG footprint of batteries and to the development of a human rights and a child labour index. This GHG rulebook aims to provide a consistent method for collecting GHG data for each step in the supply chain and aggregating it so that the carbon footprint of different batteries can be communicated transparently and in a comparable way.

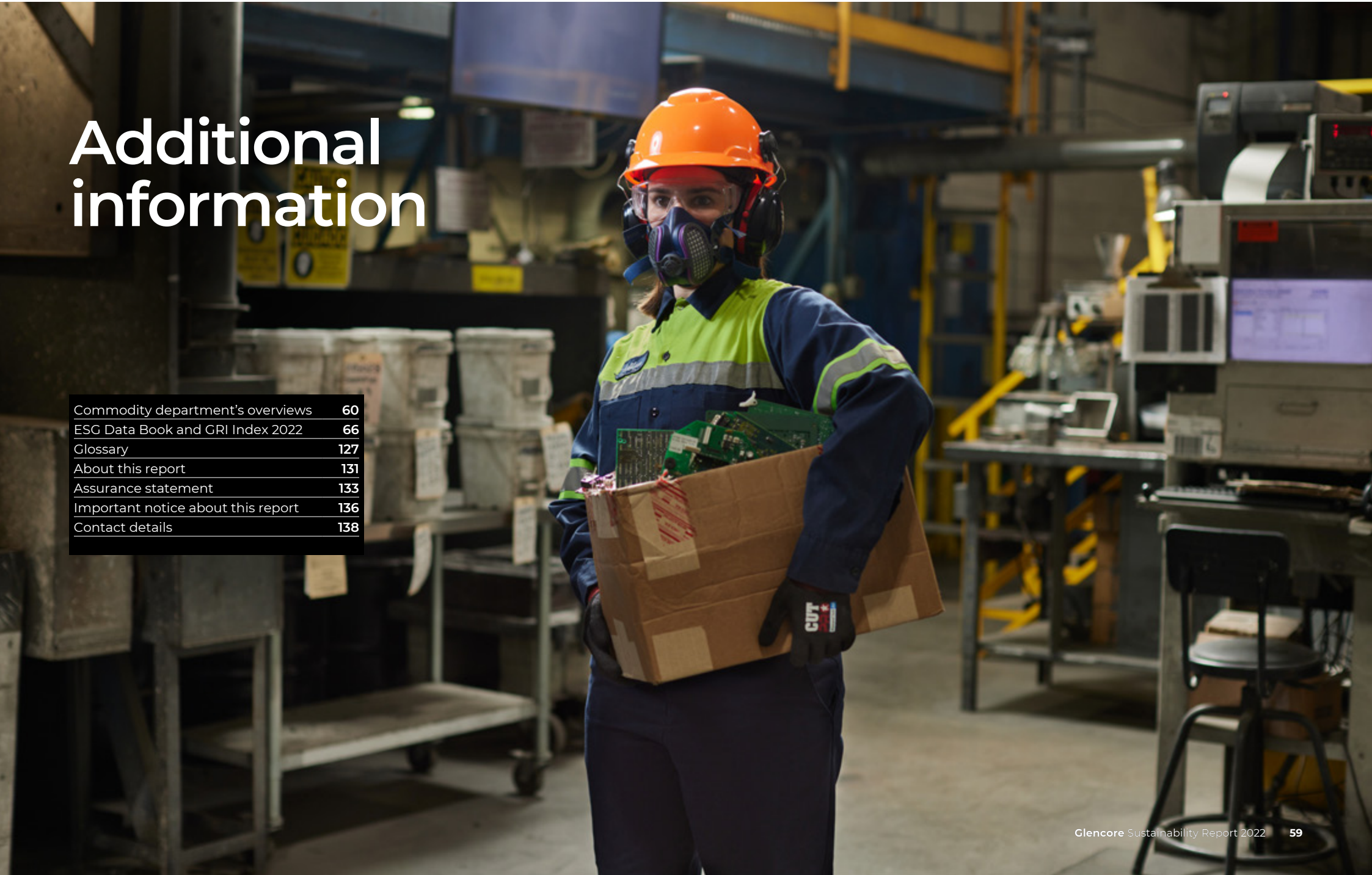
The human rights and child labour indices are frameworks to measure and score the efforts of companies in the battery value chain towards supporting the elimination of child labour and respecting human rights.

We also supported the testing of the GHG rulebook and indices through a battery passport pilot. This involved participating supply chain companies – including our Kamoto Copper Company industrial asset in the DRC and an electric vehicle manufacturer – inputting data relating to GHG emissions, human rights and child labour, in accordance with the GBA's methodology. The data was linked to the physical flow of material and consolidated into a 'passport' through the traceability platform developed by the Re|Source Consortium, an end-to-end collaboration between major battery supply chain players.¹

1. If the Re|Source project is formally constituted, it will be a joint venture between multiple parties; its constitution is subject to global anti-trust approvals being granted. Until it is constituted, Re|Source's consortium partners act individually only in relation to Re|Source.

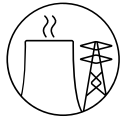
Additional information

Commodity department's overviews	60
ESG Data Book and GRI Index 2022	66
Glossary	127
About this report	131
Assurance statement	133
Important notice about this report	136
Contact details	138



Commodity department overview

Coal



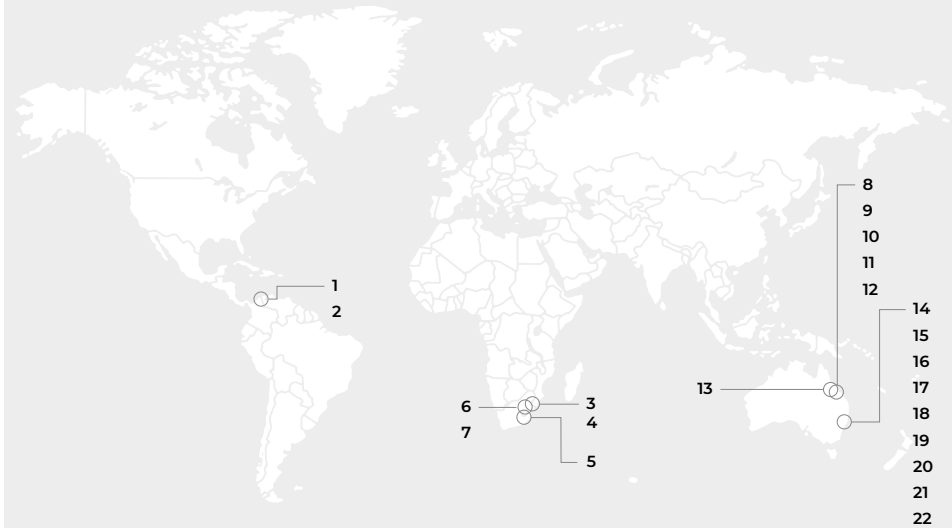
We are a leading producer of high-quality seaborne thermal coal and an important producer of both premium hard and premium semi-soft coking coal.

We supply customers from a wide range of industries and locations, including major utilities. We have interests in various operating coal mines in Australia, South Africa and Colombia.

Coal production of 110.0 million tonnes was 6.7 million tonnes (6%) higher than 2021, reflecting higher attributable production from Cerrejón in Colombia, following the acquisition in January 2022 of the remaining two-thirds interest that Glencore did not already own, less declines elsewhere in the portfolio. On a like-for-like basis, overall Group production declined by almost 9 million tonnes (7%), primarily due to abnormally wet weather.

ESG data	2022	2021	2020
Work-related (occupational) fatalities at our industrial assets	1	0	0
Lost time injury frequency rate (LTIFR) (per million hours worked)	0.69	1.16	0.95
Total recordable injury frequency rate (TRIFR) (per million hours worked)	1.66	2.57	2.31
New cases of occupational diseases	72	82	62
CO ₂ e Scope 1 (million tonnes)	5.8	5.9	6.1
CO ₂ e Scope 2 – location-based (million tonnes)	1.1	1.2	1.2
CO ₂ e Scope 2 – market-based (million tonnes)	1.1	1.2	1.2
Total energy use (petajoules)	44	44	41
Water withdrawn (million m ³)	229	140	112
Community investment spend (US\$ million)	11.8	4.9	6.6
Number of employees and contractors	26,910	17,328	19,146
Proportion of female employees (%)	16	18	16

Operating highlights



Own sourced coal production (mt)

110.0

2021: 103.3

Thermal and metallurgical coal marketing volumes sold (mt)

80.9

2021: 72.3

Further information on production volumes is available in the 2022 Production Report.

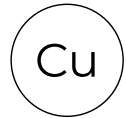
Key

1. Cerrejón ¹	12. Rolleston
2. Prodeco	13. Clermont ³
3. Goedgevonden (GGV)	14. Ulan
4. Tweefontein	15. Mangoola
5. iMpunzi	16. Hunter Valley Coal Operations (JV) ⁴
6. Zonnebloem	17. Liddell
7. Umcebo/Wonderfontein (JV) ²	18. Mount Owen
8. Collinsville	19. Ravensworth
9. Newlands	20. Integra
10. Hail Creek	21. Bulga
11. Oaky Creek	22. United Wambo

1. Remaining 66.6% interest acquired in January 2022.
2. Glencore has a 24.3% effective interest in Wonderfontein, which is independently managed.
3. Glencore equity accounts its 37.1% interest, has operational control and markets 100% of the volumes sold.
4. Independently managed joint venture, Glencore holds a 49% stake.

Commodity department overview *continued*

Copper



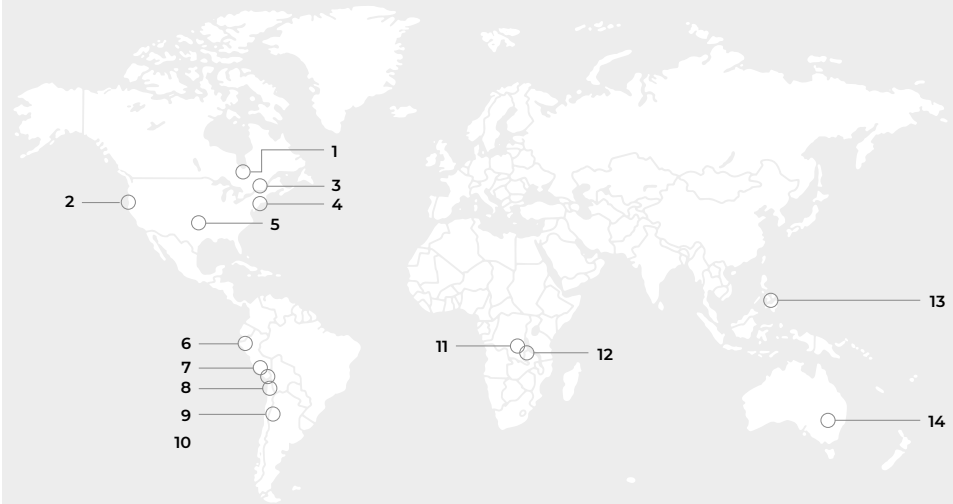
We mine and process copper ore and have sizeable smelting and refining capacity. We have industrial assets in major copper-producing regions.

We are one of the world's largest copper suppliers and producers of mined copper. We are one of the largest producers of cobalt, primarily a by-product from our industrial assets in the DRC.

Own sourced copper production of 1,058,100 tonnes was 137,600 tonnes (12%) lower than 2021, due to the basis change arising from the sale of Ernest Henry in Australia in January 2022 (44,800 tonnes), the ongoing geotechnical constraints at KCC in the DRC (44,300 tonnes), Collahuasi in Chile planned mining sequence changes (26,100 tonnes) and a lower contribution from Mount Isa Mines in Australia (21,000 tonnes).

ESG data	2022	2021	2020
Work-related (occupational) fatalities at our industrial assets	1	3	1
Lost time injury frequency rate (LTIFR) (per million hours worked)	0.35	0.30	0.48
Total recordable injury frequency rate (TRIFR) (per million hours worked)	1.35	1.71	2.10
New cases of occupational diseases	4	4	44
CO ₂ e Scope 1 (million tonnes)	1.2	1.1	1.0
CO ₂ e Scope 2 – location-based (million tonnes)	0.8	0.9	0.9
CO ₂ e Scope 2 – market-based (million tonnes)	0.6	0.7	1.0
Total energy use (petajoules)	29	28	27
Water withdrawn (million m ³)	296	326	351
Community investment spend (US\$ million)	14.6	13.6	30.6
Number of employees and contractors	29,952	29,418	37,602
Proportion of female employees (%)	7	7	9

Operating highlights



Own sourced copper production (kt)

1,058.1

2021: 1,195.7

Copper metal and concentrates marketing volumes sold (mt)

3.6

2021: 3.1

Further information on production volumes is available in the 2022 Production Report.

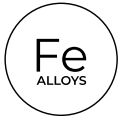
Key

- | | |
|---------------------------------|---------------------------------|
| 1. Horne | 9. Lomas Bayas |
| 2. Recycling San José | 10. Altonorte |
| 3. CCR | 11. Kamoto Copper Company (KCC) |
| 4. Recycling Rhode Island | 12. Mutanda Mining (MUMI) |
| 5. Recycling Osceola | 13. Pasar |
| 6. Antamina (JV) ¹ | 14. Cobar |
| 7. Antapaccay | |
| 8. Collahuasi (JV) ¹ | |

1. Independently managed joint venture.

Commodity department overview *continued*

Ferroalloys



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

Attributable ferrochrome production of 1,488,000 tonnes was in line with 2021.

ESG data	2022	2021	2020
Work-related (occupational) fatalities at our industrial assets	0	0	1
Lost time injury frequency rate (LTIFR) (per million hours worked)	1.22	1.37	1.76
Total recordable injury frequency rate (TRIFR) (per million hours worked)	2.55	2.71	3.90
New cases of occupational diseases	3	3	2
CO ₂ e Scope 1 (million tonnes)	4.1	4.1	3.0
CO ₂ e Scope 2 – location-based (million tonnes)	6.2	5.9	4.3
CO ₂ e Scope 2 – market-based (million tonnes)	6.9	6.7	4.9
Total energy use (petajoules)	29	29	22
Water withdrawn (million m ³)	11	11	10
Community investment spend (US\$ million)	8.0	5.5	4.4
Number of employees and contractors	15,416	15,196	14,205
Proportion of female employees (%)	19	19	18

Operating highlights



Own sourced ferrochrome (kt)

1,488.0 

2021: 1,468.0

Ferroalloys marketing volumes sold (mt)

8.4 

2021: 9.3

Further information on production volumes is available in the 2022 Production Report.

Key

1. Vanadium PSV
2. Alloys PGM
3. Carbon Group
4. Chrome PSV
5. Mokala Manganese (independently managed joint venture)

Commodity department overview *continued*

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.

Own sourced nickel production of 107,500 tonnes was 5,200 tonnes (5%) higher than 2021, reflecting the scheduled major maintenance shut in the prior year at Murrin Murrin in Australia and Koniambo in New Caledonia running two production lines for the majority of 2022, partially offset by lower production at our Integrated Nickel Operations due to strike action in Canada and Norway.

ESG data	2022	2021	2020
Work-related (occupational) fatalities at our industrial assets	0	0	0
Lost time injury frequency rate (LTIFR) (per million hours worked)	1.08	0.69	1.15
Total recordable injury frequency rate (TRIFR) (per million hours worked)	3.78	3.18	3.52
New cases of occupational diseases	3	1	0
CO ₂ e Scope 1 (million tonnes)	3.0	2.4	2.5
CO ₂ e Scope 2 – location-based (million tonnes)	0.05	0.05	0.03
CO ₂ e Scope 2 – market-based (million tonnes)	0.24	0.27	0.25
Total energy use (petajoules)	36	30	31
Water withdrawn (million m ³)	112	116	133
Community investment spend (US\$ million)	2.0	2.0	1.9
Number of employees and contractors	7,879	7,457	7,882
Proportion of female employees (%)	18	18	17

Operating highlights



Own sourced nickel production (kt)

107.5

2021: 102.3

Nickel marketing volumes sold (mt)

263

2021: 202

Further information on production volumes is available in the 2022 Production Report.

Key

1. Sudbury

2. Raglan

3. Nikkelverk

4. Murrin Murrin

5. Koniambo

Commodity department overview *continued*

Oil



We source and trade oil and gas and have interests in non-operated oil and gas production sharing contracts.

We also operate and have joint venture interests in storage, transportation and fuels distribution infrastructure as well as operating an oil refinery and lubricants manufacturing plant.

Entitlement interest oil production of 6.1 million barrels of oil equivalent was 0.9 million barrels (16%) higher than 2021, due to a full year of production from the Alen gas project in Equatorial Guinea, following its commencement in March 2021.

ESG data	2022	2021	2020
Work-related (occupational) fatalities at our industrial assets	0	0	2
Lost time injury frequency rate (LTIFR) (per million hours worked)	0.13	0.24	0.67
Total recordable injury frequency rate (TRIFR) (per million hours worked)	0.74	0.80	1.28
New cases of occupational diseases	0	0	0
CO ₂ e Scope 1 (million tonnes)	0.123	0.039	0.147
CO ₂ e Scope 2 – location-based (million tonnes)	0.02	0.02	0.03
CO ₂ e Scope 2 – market-based (million tonnes)	0.02	0.02	0.04
Total energy use (petajoules)	2	1	2
Water withdrawn (million m ³)	0.2	0.2	1.0
Community investment spend (US\$ million)	0.4	0.3	1.0
Number of employees and contractors	5,745	5,413	5,056
Proportion of female employees (%)	31	29	29

Operating highlights



Own sourced oil production (non-operated) (kboe)

6,131

2021: 5,274

Oil marketing volumes sold (mbbl)

1,079

2021: 1,410

Key

1. Chemoil Energy
2. Aquarius Energy¹ (headquartered in the UK with assets in Argentina, Belgium, Ghana, Mexico, Mozambique, Sweden, the UAE and Zimbabwe)
3. Alesat
4. Bolongo (Cameroon)²
5. Equatorial Guinea (Block I + O)²
6. Astron Energy South Africa
7. Astron Energy Botswana

Further information on production volumes is available in the 2022 Production Report.

¹ Independently managed joint venture.

² Non-operated unincorporated joint venture.

Commodity department overview *continued*

Zinc



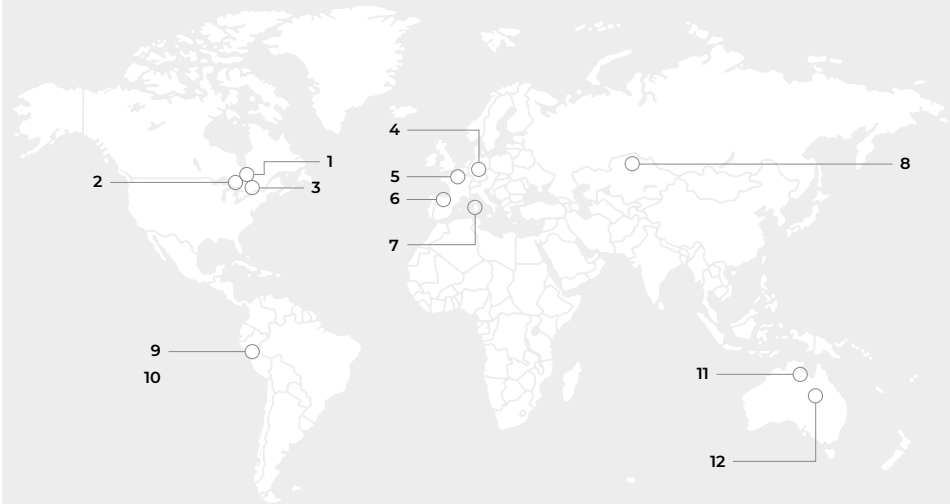
We are one of the world's largest zinc miners and producers. Our industrial assets include underground and surface mines, smelters, refineries, concentrators and hydroelectric facilities.

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.

Own sourced zinc production of 938,500 tonnes was 179,300 tonnes (16%) lower than 2021, reflecting the disposal / cessation of South America operations (83,400 tonnes), closure of Matagami (30,100 tonnes) and lower volumes from Mount Isa (39,600 tonnes), as Lady Loretta approaches end of mine life.

ESG data	2022	2021	2020
Work-related (occupational) fatalities at our industrial assets	2	1	4
Lost time injury frequency rate (LTIFR) (per million hours worked)	1.18	0.95	1.18
Total recordable injury frequency rate (TRIFR) (per million hours worked)	2.94	2.69	3.20
New cases of occupational diseases	15	19	16
CO ₂ e Scope 1 (million tonnes)	2.4	2.5	2.4
CO ₂ e Scope 2 – location-based (million tonnes)	2.3	2.3	2.4
CO ₂ e Scope 2 – market-based (million tonnes)	2.5	2.6	2.7
Total energy use (petajoules)	53	55	54
Water withdrawn (million m ³)	430	432	424
Community investment spend (US\$ million)	44.2	41.0	50.1
Number of employees and contractors	52,291	55,322	55,863
Proportion of female employees (%)	18	17	16

Operating highlights



Own sourced zinc production (kt)

938.5 ↓

2021: 1,117.8

Zinc metal and concentrates marketing volumes sold (mt)

2.4 ↓

2021: 2.7

Further information on production volumes is available in the 2022 Production Report.

Key

1. General smelting
2. Kidd
3. CEZinc
4. Nordenham Zinc/Lead
5. BRM
6. Asturiana de Zinc
7. Portovesme
8. Kazzinc
9. Perubar
10. Volcan
11. McArthur River mine (MRM)
12. Queensland Metals

ESG Data Book and GRI Index 2022

Key used in Glencore ESG Data Book and GRI Index 2022

For the definitions of the terms used in this ESG Data Book, refer to the glossaries in our 2022 Climate Report and 2022 Sustainability Report. These reports and our Basis of reporting on selected ESG KPIs 2022, which provides information about the definitions and underlying processes applied for the collection and verification of specific Environmental, Social and Governance (ESG) metrics (Basis of Reporting 2022), are available at [glencore.com/publications](https://www.glencore.com/publications).

Δ Selected Environmental, Social and Governance (ESG) metrics (Selected Information) in this ESG Data Book have been subject to independent limited assurance under ISAE 3000 (Revised) by Deloitte LLP. The Selected Information is identified by the Δ symbol. Refer to the Basis of Reporting 2022 for how our ESG metrics that are subject to assurance are defined. The scope and limitations of Deloitte LLP's assurance are set out in their reports on page 281 of the 2022 Annual Report and on page 133 of the 2022 Sustainability Report.

Glencore AR = Glencore Annual Report 2022

Glencore SR = Glencore Sustainability Report 2022

Glencore CR = Glencore Climate Report 2022

Glencore E&CR = Glencore Ethics & Compliance Report 2022

ESG A-Z = Topic specific information presented on our website at: [glencore.com/sustainability/esg-a-z](https://www.glencore.com/sustainability/esg-a-z)

For all references to the AR, CR, SR, E&CR and ESG Data Book, go to [glencore.com/publications](https://www.glencore.com/publications)

Important notice

Refer to the section 'Important notice concerning this report including forward-looking statements' on page 136 in our Sustainability Report 2022.



For all references to the AR, CR, SR and extended ESG Data Book, go to [glencore.com/publications](https://www.glencore.com/publications)

ESG Data Book

GRI content index

Statement of use Glencore plc has reported the information cited in this GRI content index for the period 1 January to 31 December 2022 with reference to the GRI Standards.

GRI 1 used GRI 1: Foundation 2021

We further continue to include information with reference to the GRI 'Mining and Metals Sector Disclosures' 2013 document (reference MM) which previously was to be used by organisations in the mining and metals sector in combination with GRI G4 Guidelines now replaced by the GRI Standards.

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
General disclosures									
GRI 2: General Disclosures 2021	2-1 Organisational details	Glencore plc, registered in Jersey, headquartered in Switzerland and its Group has operations around the world. Glencore plc has a primary listing on the London Stock Exchange (LSE) and a secondary listing on the Johannesburg Stock Exchange (JSE). Baarerstattstrasse 3 6340 Baar Switzerland Glencore SR: At a glance (pp. 3-5) Glencore AR: Our business – At a glance (pp. 2-3), Principal operating, finance and industrial subsidiaries and investments (pp. 257-259), Shareholder information (pp. 283) Glencore website: World map							

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 2: General Disclosures 2021 2-2	Entities included in the organisation's sustainability reporting	Glencore SR: About this report (pp. 131-132), Glencore AR: Principal operating, finance and industrial subsidiaries and investments (pp. 257-259) Glencore CR: About this report (pp. 71-77) Other disclosures: 2022 Basis of Reporting							
GRI 2: General Disclosures 2021 2-3	Reporting period, frequency and contact point	Reporting period of AR, CR, SR, E&CR: 1 January to 31 December 2022 (annual frequency) Publication date of AR: 23.03.2023 Publication date of CR: 23.03.2023 Publication date of SR: 22.05.2023 Publication date of E&CR: 28.04.2023 Contact point: info@glencore.com							
GRI 2: General Disclosures 2021 2-4	Restatements of information	Glencore SR: About this report (pp. 131-132) Glencore CR: About this report (pp. 71-77) Other disclosures: 2022 Basis of Reporting							
GRI 2: General Disclosures 2021 2-5	External assurance	Glencore AR: Audit Committee report (pp. 114-115), Assurance statement (pp. 281-282) Glencore SR: Assurance statement (pp. 133-135)							

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	Glencore website: Who we are / At a glance Glencore SR: At a glance (pp. 3-5) About this report (pp. 131-132), Responsible sourcing and supply (pp. 55-58) Glencore AR: Our business – At a glance (pp. 2-3), Our business model (p. 14)						EM-MM-000.A Production of (1) metal ores and (2) finished metal products	Glencore reports production data in its 2022 Glencore full year production report – see glencore.com/publications .
GRI 2: General Disclosures 2021	2-7 Employees	Glencore SR: About this report (pp. 131-132), Glencore AR: Our people (pp. 51-56) Other: 2022 Extended ESG Data (see sheet 'Our People')						EM-MM-000.B Total number of employees, percentage contractors	We base workforce numbers on their end of year status. As a result, we do not include workforce data from industrial assets that were disposed of during the year. Fluctuations regarding our workforce resulted from the divestments of Ernest Henry, Los Quenuales, Sinchi Wayra and Access World, which resulted in a reduction of our workforce by around 6,700, and the acquisition of the previously held partners' interests in Cerrejón which resulted in an addition of a workforce of around 12,000 people. Employee numbers are reported as head count data while the contractor numbers are reported as full-time equivalent. The contractors we include in our workforce numbers are engaged to work in an office or industrial asset under Glencore's direct supervision and are, in essence, replacement persons. Examples include trade (or craft) personnel such as mechanics, welders and electricians, office based maternity covers or temporary staff due to seasonal workloads for a pre-defined period or on a casual basis. Refer to tab 'Our People' in our ESG Data Book 2022 for further information.
GRI 2: General Disclosures 2021	2-8 Workers who are not employees	Glencore SR: About this report (pp. 131-132), Glencore AR: Our people (pp. 51-56) Other: 2022 Extended ESG Data (see sheet 'Our People')							

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	ESG A-Z: Governance Glencore SR: Sustainability governance (pp. 11-12) Glencore AR: Corporate governance (pp. 104-140) Glencore CR: Governance (pp. 15-19)							
GRI 2: General Disclosures 2021	2-10 Nomination and selection of the highest governance body	Glencore AR: Corporate governance (pp. 104-140)							
GRI 2: General Disclosures 2021	2-11 Chair of the highest governance body	Glencore AR: Corporate governance (pp. 104-140)							
GRI 2: General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	ESG A-Z: Governance Glencore SR: Sustainability governance (pp. 11-12) Glencore AR: TCFD Governance of climate-related risks and opportunities (pp. 26-29), Corporate governance (pp. 104-140), Section 172 Statement and stakeholder engagement (pp. 61-65), Risk management (pp. 89-103) Glencore CR: Governance (pp. 15-19)							

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 2: General Disclosures 2021	2-13	Delegation of responsibility for managing impacts							
GRI 2: General Disclosures 2021	2-14	Role of the highest governance body in sustainability reporting							
GRI 2: General Disclosures 2021	2-15	Conflicts of interest							

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 2: General Disclosures 2021	2-16	Communication of critical concerns							Glencore reports under GRI 2-16 on the total number and nature of concerns which are reported quarterly to the Raising Concerns Programme, which in turn reports to the Board.
GRI 2: General Disclosures 2021	2-17	Collective knowledge of the highest governance body							
GRI 2: General Disclosures 2021	2-18	Evaluation of the performance of the highest governance body							
GRI 2: General Disclosures 2021	2-19	Remuneration policies							
GRI 2: General Disclosures 2021	2-20	Process to determine remuneration							
GRI 2: General Disclosures 2021	2-21	Annual total compensation ratio							Glencore reports on the ratio of the annual total compensation for the Chief Executive Officer to the median annual total compensation for all employees (excluding the Chief Executive Officer) together with contextual information.

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 2: General Disclosures 2021	2-22	Statement on sustainable development strategy							
GRI 2: General Disclosures 2021	2-23	Policy commitments						EM-MM-510a.1 Description of the management system for prevention of corruption and bribery throughout the value chain	
GRI 2: General Disclosures 2021	2-24	Embedding policy commitments							

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts	Glencore website: Who we are / Our Policies / Human Rights Policy Glencore SR: Stakeholder engagement (pp. 16-17), Refer to each material topic chapter (pp. 18-58), Human rights (pp. 39-46), Responsible citizenship (pp. 47-54) Glencore AR: Sustainability / Enabling complaints and grievance processes (p. 49) Glencore E&CR: Risk Assessments: Assessment of Mitigating Controls / Whistleblowing Framework (pp. 32 and 50)							We are looking to improve on our disclosures in this area in the coming years.
GRI 2: General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	Glencore website: Our Policies Glencore SR: Meeting our targets (p. 7), Sustainability governance (pp. 11-12) Glencore AR: Ethics and compliance (pp. 57-60) Glencore E&CR: Advice (pp. 45-46), Whistleblowing (pp. 49-52)							

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 2: General Disclosures 2021	2-27 Compliance with laws and regulations	Glencore AR: Financial and operational review, Significant items (p. 68), Glencore website: glencore.com/investigations ESG A-Z: Environment, Environmental incidents Glencore SR: Sustainability governance (pp. 11-12), Water (pp. 29-32) Glencore E&CR: Compliance Programme Management (p. 27 onwards)							We currently seek to identify and disclose all fines paid and non-monetary sanctions incurred by our industrial assets for non-compliance with environmental laws and/or environmental regulations.
		Instances of environmental fines	28	55	104	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 to water sources etc. Many of these are related to legacy issues. SASB EM-MM-140a.2: This includes 61 fines regarding water related incidents totalling approximately US\$3m (refer also to the Water section of this report for further information).
		Monetary value for environmental fines (\$)	277,129	4,829,583	3,814,326	7	6		
		Number of non-monetary sanctions for non-compliance with environmental laws and environmental regulations	282	277	425	7	6		This indicator presents the number of non-monetary sanctions for non-compliance with environmental laws and regulations including general environmental conditions, exceedances of air emission limits, discharges to water sources etc. Many of these are related to legacy issues.
GRI 2: General Disclosures 2021	2-28 Membership associations	ESG A-Z: Member organisations Lobbying Glencore CR: 2022 Review of industry organisations (pp. 50-55), Appendix Three: Industry organisations (pp. 66-67)							

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	ESG A-Z: Stakeholder engagement Glencore SR: Stakeholder engagement (pp. 16-17) Glencore AR: Section 172 statement and stakeholder engagement (pp. 61-65)							
GRI 2: General Disclosures 2021	2-30 Collective bargaining agreements	Glencore AR: Our people (pp. 51-56)							Glencore reports the percentage of total employees covered by collective bargaining agreements under GRI2-30a. We are looking to improve on our disclosures in this area in the coming years.
	Report the percentage of total employees covered by collective bargaining agreements	Percentage of employees covered by collective bargaining agreement	73%	71%	71%	3	3	EM-MM-310a.1 Percentage of active workforce covered under collective bargaining agreements	

Material topics

GRI 3: Material Topics 2021	3-1	Process to determine material topics	Glencore SR: Materiality Assessment (pp. 13-15) Glencore AR: Materiality Assessment (p. 45)						
	3-2	List of material topics	Glencore SR: Materiality Assessment (pp. 13-15) Glencore AR: Materiality Assessment (p. 45)						
	3-3	3-3 Management of material topics	See introduction to each material topic in the Glencore SR (pp. 18-58)						

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
Economic									
GRI 201 Economic performance 2016									
GRI 3: Material Topics 2021	3-3	Management of material topics					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				10	9		We report on community investments and payments to host governments in taxes and royalties (pp. 47-54).

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	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				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 Climate Report 2022 at glencore.com/publications . For percentage of Scope 1 emissions covered under emissions-limiting regulations refer to GRI 305, 3-3.
GRI 201	201-3	Coverage of the organisation's defined benefit plan obligations				9	4, 9		
GRI 202 Market presence 2016									
GRI 3: Material Topics 2021	3-3	Management of material topics					9		
		ESG A-Z: Communities, Our people Glencore AR: Our people (pp. 51-56) Stakeholder Engagement (pp. 61-65) Glencore SR: Stakeholder Engagement (pp. 16-17)							

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	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. 47-54) Other: Social Performance Policy (p. 3)					9		In 2022, 96% of our employees were local to the countries in which we operate, as were 85% of our managers. No additional senior manager information is available. Local refers to residents which have the local nationality. Managers include the following categories: Middle management: Team-leads reporting into senior management members. Senior management: Office heads, regional heads and mine site VP's as well as functions and team-leads reporting into an executive/business head. Executive management: Heads of businesses/division.
GRI 203 Indirect economic impacts 2016									
GRI 3: Material Topics 2021	3-3 Management of material topics	ESG A-Z: Communities Glencore SR: Material topics (pp. 18-58), Responsible citizenship (pp. 47-54) Stakeholder Engagement (pp. 16-17) Glencore AR: Stakeholder Engagement (pp. 61-65)					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. 47-54)					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.

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 203	203-2	Significant indirect economic impacts, including the extent of the impacts					9		
GRI 204 Procurement practices 2016									
GRI 3: Material Topics 2021	3-3	Management of material topics					2		
GRI 204	204-1	Proportion of spending on local suppliers at significant locations of operation	75%	81%	78%		2		This indicator only covers procurement at industrial assets. Our geographical definition of "local" is the country in which the procuring industrial asset operates.

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 205 Anti-corruption 2016									
GRI 3: Material Topics 2021	3-3 Management of material topics	ESG A-Z: Ethics Glencore SR: Stakeholder Engagement (pp. 16-17) Glencore AR: Stakeholder Engagement (pp. 61-65) Ethics and compliance (pp. 57-60) Other: Global Anti-Corruption Policy, Glencore E&CR: Our Approach (pp. 30-53) Anti-corruption and bribery (pp. 57-62) Measuring the effectiveness of our anti-bribery and corruption programme (p. 95)				10		EM-MM-510a.1 Description of the management system for prevention of corruption and bribery throughout the value chain; EM-MM-510a.2 Production in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 205	205-1	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified				10	1		<p>The Corporate Compliance Risk Assessment team conducts an annual Group Compliance risk assessment which reviews current compliance risks in a number of risk areas, but focuses in particular on anti-corruption and bribery, given the nature of our business and the geographies in which we operate.</p> <p>Compliance risk assessments are conducted at both Group and local level in each industrial asset and office where we implement our Compliance Programme to evaluate the inherent risks that exist, assess the overall design effectiveness of the controls in place to mitigate those risks, evaluate residual risks, and implement planned controls in case existing controls require improvements. For further information refer to the Ethics and Compliance Report 2022 at glencore.com/publications.</p> <p>EM-MM-510a.2: Three of our industrial metals assets are located in countries that are amongst the 20 lowest rankings in the Transparency International's Corruption Perception Index. Since multiple countries share many ranks, the 20 lowest rankings in 2022 comprised 65 countries. Relevant countries for Glencore were the Philippines (PASAR) and the Democratic Republic of the Congo (Kamoto Copper Company S.A. and Mutanda Mining Sàrl). In the Philippines we produced 180.6 kt of copper metal and in the DRC 253.4 kt of copper metal and 40.2 kt of cobalt in 2022.</p>
GRI 205	205-2	Communication and training on anti-corruption policies and procedures				10	1		<p>For training statistics please refer to the separately issued Glencore Ethics and Compliance Report 2022 at glencore.com/publications. We are looking to improve on our disclosures in this area in the coming years.</p>

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 205	205-3	Confirmed incidents of corruption and actions taken				10	1		Refer to sections 'Chief Executive Officer's review' and 'Risk management – 6. Law and Enforcement' of the Annual Report 2022 as well as our Ethics and compliance Report 2022 at glencore.com/publications .
GRI 207 Tax 2019									
GRI 3: Material Topics 2021	3-3	Management of material topics							
		Glencore SR: Stakeholder Engagement (pp. 16-17) Glencore AR: Stakeholder Engagement (pp. 61-65) Glencore's Group Tax Policy: glencore.com/group-tax-policy ; Other: 2022 Payments to Governments report (to be published) Glencore E&CR: Anti-money laundering and anti-tax evasion (p 70)							

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 207	207-1	Approach to tax	Glencore's Group Tax Policy: glencore.com/group-tax-policy Other: 2022 Payments to Governments report (to be published)						
	207-2	Tax governance, control, and risk management	Glencore's Group Tax Policy: glencore.com/group-tax-policy Glencore AR: Ethics and compliance (pp. 57-60) Other: Glencore E&CR: Anti-money Laundering and Compliance Report 2022, Anti-Tax Evasion (pp. 70-71) 2022 Payments to Governments report (to be published)						
	207-3	Stakeholder engagement and management of concerns related to tax	Glencore's Group Tax Policy: glencore.com/group-tax-policy ; Other: 2022 Payments to Governments report (to be published)						
	207-4	Country-by-country reporting	2022 Payments to Governments report (to be published)				9		Glencore prepares a country-by-country report that aggregates tax information per country relating to the global allocation of income, taxes paid and other indicators. Data is reported by project and by region as shown. Glencore also lodges an OECD BEPS Action 13 report with the Swiss Tax Authorities.

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
Environmental									
GRI 301 Materials 2016									
GRI 3: Material Topics 2021	3-3	Management of material topics	ESG A-Z: Environment				7, 8	6	
GRI 301	301-1	Materials used by weight or volume	292	295	310	8	6, 8		Data reflects the total quantity of input, raw and process materials. Other data are tracked internally but are not reported externally.
	301-2	Percentage of materials used that are recycled input materials	0.3%	0.2%	0.3%	8, 9	6, 8		
GRI 302 Energy 2016									
GRI 3: Material Topics 2021	3-3	Management of material topics	ESG A-Z: Climate Change Glencore SR: Stakeholder Engagement (pp. 16-17), Glencore AR: Our strategy for a sustainable future (pp. 18-21), Supporting the transition to a low-carbon economy (pp. 24-42) Stakeholder Engagement (pp. 61-65) Other: Glencore CR: Risks and Opportunities (pp. 20-26), About this Report (pp. 71-77) 2022 Extended ESG Data				7, 8	6	We have restated our energy data in line with our GHG emissions baseline to account for acquisitions and divestments completed since 2019 as set out in the About this report section in our Climate Report 2022 and our Basis of Reporting 2022 at glencore.com/publications . Refer to the Basis of Reporting 2022 for how our sustainability KPIs that are subject to assurance are defined at glencore.com/publications .

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 302	302-1 Energy consumption within the organisation	Direct Energy (PJ)	105	108	117 Δ		6	EM-MM-130a.1	
		• Coal (%)	18%	16%	19%		6	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	
		• Natural gas & Coal seam gas (%)	13%	11%	11%		6		
		• Mineral oil (%)	58%	62%	60%		6		
		• Renewable (hydropower etc) (%)	10%	10%	9%		6		
		• Other sources (%)	1%	1%	1%		6		
		Direct energy by commodity (PJ)	105	108	117		6		
		• Aluminium	0	0	–		6		
		• Coal	36	38	39		6		
		• Copper	12	13	15		6		
		• Ferroalloys	5	6	5		6		
		• Nickel	26	25	31		6		
		• Oil	2	1	2		6		
		• Zinc	24	25	25		6		
		Direct energy by region (PJ)	105	108	117		6		
		• Africa	14	12	12		6		
		• Asia	15	15	15		6		
		• Australia	52	52	59		6		
		• Europe	2	2	2		6		
		• North America	7	7	7		6		
		• South / Latin America	16	20	22		6		
		Purchased electricity (PJ)	72	78	77		6		
		• Non-renewable (%)	85%	81%	82%		6		
• Renewable energy (%)	15%	19%	18%		6		This is based upon our purchased low carbon electricity (with a market-based emission factor of 25 gr CO ₂ per kWh or less).		
Purchased energy by commodity (PJ)	72	78	77		6				

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 302		• Aluminium	–	–	–		6		
		• Coal	6	6	6		6		
		• Copper	15	15	14		6		
		• Ferroalloys	17	23	24		6		
		• Nickel	5	5	5		6		
		• Oil	0.1	0.1	0.1		6		
		• Zinc	30	30	28		6		
		Purchased energy by region (PJ)	72	78	77		6		
		• Africa	22	28	29		6		
		• Asia	7	6	7		6		
		• Australia	10	10	9		6		
		• Europe	14	14	12		6		
		• North America	10	11	10		6		
		• South / Latin America	9	9	9		6		
	Renewable energy share of total energy usage (%)	12%	14%	12%		6		This is based upon Glencore's own renewable energy generation and purchased low carbon electricity (with a market-based emission factor emission factor of 25 gr CO ₂ per kWh or less).	
	Renewable electricity share of total electricity usage (%)	15%	19%	18%		6		This is based upon our purchased low carbon electricity (with a market-based emission factor of 25 gr CO ₂ per kWh or less), minus renewable electricity sold, divided by total electricity consumed.	
302-2	Energy consumption outside of the organisation								We do not report this information at the moment but information on our Scope 3 emissions disclosure is provided at disclosure 305-3.

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 302	302-3	Energy intensity							We show the energy intensity as total energy consumption within our industrial assets by reference to their production. We have shown metals mining, coal mining, metals smelting and oil refining separately. Energy data is collected on a site-by-site rather than activity-by-activity basis. Integrated sites with mining and smelting capability have therefore been allocated to the most appropriate category.
		Energy intensity of metals mining (GJ/t Cu-equiv)	42	44	49				
		Energy intensity of metals smelting (GJ/t Cu-equiv)	32	35	35				
		Energy intensity of coal mining (GJ/kt Cu-equiv)	29	30	32				
		Energy intensity of Astron Energy (GJ/billion Btu)	70	0	0				
	302-4	Reduction of energy consumption	Glencore CR: Important notice (p. 1) Action 1 – Managing our operational footprint						We report on energy data with respect to the activities of our industrial assets where we have operational control.

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments	
GRI 303 Water and effluents 2018										
GRI 3: Material Topics 2021	3-3	Management of material topics	ESG A-Z: Water Glencore SR: Water (pp. 29-32) Glencore AR: Sustainability (pp. 43-50) Other Refer to tab 'Water' in our ESG Data Book				7, 8	6	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	
GRI 303	303-1	Interactions with water as a shared resource					7, 8	6		
		Water stress and water risk exposure – Proportion of sites situated in water-stressed areas	32%	33%	35%	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 at glencore.com/sustainability/esg-a-z/water-management .	
GRI 303	303-2	Management of water discharge-related impacts	ESG A-Z: Water Glencore SR: Water (pp. 29-32)				7, 8	6		We treat water prior to the discharge based on the standards defined in the applicable regulatory approvals, permits and licences of our industrial assets.
GRI 303	303-3	Total water withdrawal	Total water withdrawal (GL)	1,031	1,026	1,078 Δ		6	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 year-on-year increase is primarily related to the incorporation of Cerrejón as well as a number of industrial assets reporting a higher amount of precipitation. Water entrained in ore is currently not included in our total water withdrawal. The 2021 water withdrawal has been restated to reflect improved water accounting practices at KCC. For further water withdrawal data following GRI and ICMM's Water Reporting: Good practice guide, 2 nd Edition, broken down by quality and from areas with water stress refer also to tab 'Water' in our ESG Data Book 2022.
			Surface water (GL)	195	176	162		6		
			Sea water (GL)	170	177	166		6		
			Groundwater (GL)	347	345	339		6		
			Rainwater (GL)	205	206	293		6		
			Potable water (GL)	18	15	14		6		
			Other water from third parties (GL)	96	69	61		6		
			Water imported from internal water sharing networks (GL)	not available	37	43				
			Water entrained in ore (GL)	14	15	15		6		

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 303	303-4	Water discharge	Total discharged water (GL)	669	662	680 Δ		6	<p>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.</p> <p>We treat water prior to discharge in compliance with regulatory approvals, permits and licences.</p> <p>For further water discharge data following GRI and ICMM's Water Reporting: Good practice guide, 2nd Edition, broken down by quality and from areas with water stress refer also to tab 'Water' in our ESG Data Book 2022.</p>
			Water discharges to surface water (GL)	435	401	423		6	
			Water discharges to sea/ocean (GL)	172	181	169		6	
			Water discharges to groundwater (GL)	5	5	3		6	
			Water discharges to offsite treatment (GL)	11	11	11		6	
			Water exported to a third party (GL)	47	23	30		6	
			Water exported from internal water sharing networks (GL)	not available	41	43			
GRI 303	303-5	Water consumption	Evaporation and other losses (GL)	334	317	404		6	<p>In consideration of ICMM definitions, consumption is the sum of water removed by evaporation, entrainment (in product and waste) and other losses. To maximise transparency, consumption does not include any change in storage (delta storage), which is reported as a separate value.</p> <p>For further water consumption data following GRI and ICMM's Water Reporting: Good practice guide, 2nd Edition, in areas with water stress refer also to tab 'Water' in our ESG Data Book 2022.</p> <p>In consideration of ICMM recommendations, the change in storage volume is reported to allow complete transparency of the overall water balance; and does not indicate an associated water-related impact.</p>
			Entrainment (GL)	46	47	44		6	
			Total water consumption (GL)	380	364	449		6	
			Change in water in storage (GL)	-4	14	-35		6	

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments	
GRI 304 Biodiversity 2016										
GRI 3: Material Topics 2021	3-3	Management of material topics	ESG A-Z: Biodiversity Glencore SR: Stakeholder Engagement (pp. 16-17), Land stewardship (pp. 33-38) Glencore AR: Stakeholder Engagement (pp. 61-65) Other: Environmental policy				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	282	284	306	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 industrial assets that are located in or adjacent to protected areas or areas with high biodiversity value in our ESG A-Z on our homepage.	
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. 33-38)				7, 8	7		

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
MM1	MM1	Total land owned, leased or managed for mining operations	1,000 ha	2,057	2,063	2,085	8	7	Previous years' data has been restated to account for divestments. We have added the 'total land disturbed and not yet rehabilitated' data of industrial assets that we acquired in 2022, most notably Cerrejón, to the opening balance (A) of the 2022 data.
		Total land disturbed and not yet rehabilitated (A: opening balance)	1,000 ha	88	90	103	8	7	
		Total amount of land newly disturbed within the reporting period (B)	1,000 ha	5.0	2.3	1.8	8	7	
		Total amount of land newly rehabilitated within the reporting period to the agreed end use (C)	1,000 ha	3.0	1.5	1.9	8	7	
		Total land disturbed and not yet rehabilitated (D= A+B-C; closing balance)	1,000 ha	90	91	103	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. 33-38)	94%	95%	97%	8	7	EM-MM-160a.1 Description of environmental management policies and practices for active sites

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments	
GRI 305 Emissions 2016										
GRI 3: Material Topics 2021	3-3	Management of material topics	ESG A-Z: Air emissions, Climate change Other: Glencore CR: Our target and ambition (pp. 8-11) Risks and opportunities (pp. 20-26) Our seven actions to support Net Zero (pp. 27-49) Glencore SR: Stakeholder Engagement (pp. 16-17) Glencore AR: Stakeholder Engagement (pp. 61-65) Other: 2022 ESG Data Book				7, 8	6	EM-MM-110a.1 Gross global Scope 1 emissions, percentage covered under emissions-limiting regulation	SASB: EM-MM-110a.1 Our CO ₂ e emissions include CO ₂ , CH ₄ and N ₂ O. Other greenhouse gases are not included, pursuant to our most recent materiality assessment, which concluded that their contribution to the overall CO ₂ e emissions of our industrial assets is sufficiently small so as to be immaterial in the context of our industrial CO ₂ e emissions profile. Our CO ₂ e emissions refer to activities of our industrial assets where we have operational control, i.e., where Glencore directly or indirectly controls and directs the day-to-day management and operation of the entity engaging in such activity, whether by contract or otherwise. Where we have operational control of industrial assets, we report on Scope 1, 2 and 3 emissions on a 100% basis, irrespective of our actual equity share. For certain industrial assets that are not under Glencore's operational control, we report our equity share of such industrial assets' Scope 1 and 2, and where relevant, Scope 3 emissions in Scope 3, category 15, as further set out in the explanatory notes (see Appendix Two: Performance data in the Climate Report 2022). Refer to the About this report section of our Climate Report 2022 for additional information about our boundaries and scope at glencore.com/publications . 6% of our Scope 1 emissions reported in 2022 are covered under an emissions-limiting regulation (i.e., cap-and-trade and emissions trading scheme in Quebec, Ontario and Europe).

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 305	305-1	Direct (Scope 1) greenhouse gas (GHG) emissions	15,164	15,946	16,607 Δ		6		<p>The higher Scope 1 industrial emissions compared to 2021 are mainly the result of onsite coal fired power generation linked to increased nickel production at Koniambo.</p> <p>For the year ending 2022, we restated our 2019 baseline to reflect industrial asset portfolio changes from acquisitions and divestments (as recommended by the GHG Protocol).</p> <p>For further information refer to as set out in the About this report section of the Climate Report 2022 and our Basis of Reporting 2022 at glencore.com/publications.</p>
		Direct emissions by commodity (thousand tonnes CO ₂ e)	15,164	15,946	16,607		6		
		• Aluminium	0.01	0.04	–		6		
		• Coal	6,089	5,896	5,764		6		
		• Copper	958	1,055	1,157		6		
		• Ferroalloys	3,047	4,112	4,148		6		
		• Nickel	2,513	2,392	2,993		6		
		• Oil	147	39	123		6		
		• Zinc	2,410	2,452	2,422		6		
		Direct emissions by region (thousand tonnes CO ₂ e)	15,164	15,946	16,607		6		
		• Africa	3,725	4,661	4,698		6		
		• Asia	1,269	1,285	1,253		6		
		• Australia	7,885	7,380	7,929		6		
		• Europe	432	461	447		6		
		• North America	591	600	575		6		
		• South / Latin America	1,262	1,558	1,705		6		
		Direct emissions by source (thousand tonnes CO ₂ e)	15,164	15,946	16,607		6		
		Fossil fuels	7,235	7,388	8,158		6		
		• Solid fossil fuels	1,916	1,736	2,241		6		CO ₂ e emissions from consumption of coal and coke at our industrial assets.
		• Liquid fossil fuels	4,579	4,957	5,198		6		CO ₂ e emissions from consumption of diesel and other oil products at our industrial assets.

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 305		• Gaseous fossil fuels	739	694	718		6		CO ₂ e emissions from consumption of natural gas, refinery gas and other gas-based fossil fuels at our industrial assets.
		Reductants	4,079	5,093	5,090		6		CO ₂ e emissions from consumption of carbon-based materials for the chemical reduction of metal oxides.
		Emissions from fossil fuel extraction	3,455	3,076	2,916		6		Coal seam emissions from the production of coal. This primarily represents a mix of methane and CO ₂ .
		• Underground	1,536	1,274	982		6		Coal seam emissions from our underground coal industrial assets. This primarily involves methane.
		• Open pit and stockpiling	1,301	1,310	1,538		6		CO ₂ e emissions from open pit mining as well as from stockpiling coal prior to its sale.
		• Decommissioned mines	618	492	396		6		CO ₂ e emissions from coal mines which have been closed.
		Other direct CO ₂ e emissions	395	390	444		6		Other CO ₂ e emissions, not covered in the above, directly caused by process activities.
	Biogenic CO ₂ emissions	Biogenic CO ₂ emissions (thousand tonnes CO ₂ e)	10	40	40		6		

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 305	305-2 Energy indirect (Scope 2) GHG emissions – Market based	Indirect emissions (thousand tonnes CO ₂ e)	10,047	11,428	11,433 Δ		6		This reflects the emissions emitted by the generators from which our industrial assets contractually purchase electricity bundled with emissions abatement certificates (EACs), or unbundled electricity with EACs on their own, and for which specific emission factors are known, in accordance with the Scope 2 Guidance of the GHG Protocol. 2019-2021 emissions have been restated. For further information on the restatements refer to the About this report section in our Climate Report 2022 and our Basis of Reporting 2022 at glencore.com/publications. Scope 2 market-based emissions increased due to higher production at our Ferroalloys smelters in South Africa, which are offset by the delivery of purchased electricity emissions abatement initiatives at other industrial assets within the portfolio.
		Indirect emissions by commodity (thousand tonnes CO ₂ e)	10,047	11,428	11,433		6		
		• Aluminium	–	–	–		6		
		• Coal	1,193	1,164	1,115		6		
		• Copper	1,026	730	630		6		
		• Ferroalloys	4,873	6,653	6,917		6		
		• Nickel	253	270	244		6		
		• Oil	38	24	22		6		
		• Zinc	2,665	2,586	2,506		6		
		Indirect emissions by region (thousand tonnes CO ₂ e)	10,047	11,428	11,433		6		
		• Africa	5,236	6,993	7,262		6		
		• Asia	1,231	1,107	1,188		6		
		• Australia	1,617	1,566	1,442		6		
		• Europe	1,226	1,206	975		6		
		• North America	41	40	39		6		
		• South / Latin America	695	516	528		6		

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 305	305-2	Energy indirect (Scope 2) GHG emissions – Location based	8,836	10,355	10,434 Δ		6		<p>This applies the average emissions intensity of grids on which energy consumption physically occurs, regardless of specific renewable electricity contracts, as recommended by the Scope 2 Guidance of the GHG Protocol. For the year ending 2022, we restated our 2019 baseline to reflect industrial asset portfolio changes from acquisitions and divestments (as recommended by the GHG Protocol). For further information refer to as set out in the About this report section in our Climate Report 2022 and our Basis of Reporting 2022 at glencore.com/publications.</p> <p>The increase in Scope 2 location-based emissions are linked to higher production volumes at our Ferroalloys smelters in South Africa.</p>
GRI 305	305-1, 305-2	Total GHG emissions (Scope 1 + Scope 2 Location based)	24,000	26,301	27,041		6		
		Total GHG emissions (Scope 1 + Scope 2 Market based)	25,211	27,374	28,040		6		Our combined higher Scope 1 and Scope 2 industrial emissions are mainly the result of onsite coal fired power generation linked to increased nickel production at Koniambo and higher production volumes at our Ferroalloys smelters in South Africa.

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 305	305-3 Other relevant indirect (Scope 3) GHG emissions – total	Total emissions (thousand tonnes CO ₂ e)	354,240	364,652	342,101		6		<p>This Scope 3 total reflects the sum of our industrial assets' value-chain emissions reported within the following Scope 3 categories:</p> <ul style="list-style-type: none"> 1. Purchased goods and services 3c. Transmission and distribution losses 4. Upstream transportation and distribution 10. Processing of sold products 11. Use of sold products 15. Investments 17. Other downstream: Methane extracted and sold to third-party operated power plants. <p>Reported emissions represent a restatement of previously disclosed totals to account for acquisitions and divestments completed since 2019, implementation of the organisational boundary of operational control for categories 10 and 11, and the use of updated emission factor sources underlying our calculations of emissions reported in categories 1 and 10. For further information refer to the About this report section in our Climate Report 2022 and our Basis of Reporting 2022 at glencore.com/publications.</p>

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 305	1. Purchased goods & services	Total emissions (thousand tonnes CO ₂ e)	723	759	719		6		<p>This covers the estimated cradle-to-gate CO₂e emissions of third-party Cu, Pb, Ni and Zn concentrate feeds that we process in the smelting and refining facilities under our operational control. We have changed the source of our emission factors to the latest available commodity specific GHG and energy intensity curves from Skarn Associates. We use this data to calculate global average emissions per tonne of contained metal for each processing step, allowing us to include individual processing steps depending on the third-party feeds purchased, and providing a consistent methodology across the commodities considered.</p> <p>2019-2021 emissions have been restated to exclude third-party copper concentrate processed at the divested industrial asset Mopani and the change in emission factor source.</p> <p>For further information refer to the About this report section in our Climate Report 2022.</p>
	3c. Transmission and distribution losses	Total emissions (thousand tonnes CO ₂ e)	800	977	999 Δ		6		<p>Transmission and distribution (T&D) losses are emissions from generation (upstream activities and combustion) of energy that is consumed (i.e., lost) in a T&D system. These emissions are calculated by applying the latest available country specific T&D losses as presented by the IEA and multiplying these by the country specific indirect electricity purchased and used by industrial assets under our operational control. 2019-2021 emissions have been restated to exclude T&D losses relating to energy consumed by divested industrial assets and include T&D losses relating to energy consumed by acquired industrial assets. For further information refer to the About this report section in our Climate Report 2022 and our Basis of Reporting 2022 at glencore.com/publications.</p>

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 305	4. Upstream transportation & distribution	Total emissions (thousand tonnes CO ₂ e)	2,932	1,813	2,316		6		Reported emissions relate to marine fuel consumed by time-chartered shipping that is paid for and organised by our coal and oil departments, and includes one vessel chartered by our nickel department. These emissions are calculated by applying the GHG Protocol's emission factors for the specific fuel types consumed. For coal and oil, calculated emissions relate to the transport of both commodities produced by Glencore-controlled industrial assets and traded volumes, and therefore reported emissions do not align with our organisational boundary of industrial assets' operational control. As Glencore pays for this transport, all emissions previously split between categories 4 and 9 have been reallocated to category 4, as recommended by the GHG Protocol's definitions of upstream and downstream transportation. For further information refer to the About this report section in our Climate Report 2022 and our Basis of Reporting 2022 at glencore.com/publications .
	9. Downstream transportation & distribution	Total emissions (thousand tonnes CO ₂ e)	0	0	0		6		We previously reported emissions related to time-chartered shipping in this category. As Glencore pays for this transport, as recommended by the GHG Protocol's definitions of upstream and downstream transportation, all emissions previously split between categories 4 and 9 have been reallocated to category 4. Methodology options to estimate our emissions from downstream transport (i.e., not paid for by Glencore) are being developed and are planned to be implemented during 2023. For further information refer to the About this report section in our Climate Report 2022 and our Basis of Reporting 2022 at glencore.com/publications .

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 305	10. Processing of sold products	Total emissions (thousand tonnes CO ₂ e)	20,423	21,061	18,937		6		<p>In this category we account for our estimated industrial emissions from further downstream processing by our customers of saleable volumes of copper, nickel, zinc and lead concentrates and metals, as well as ferrochrome produced at our operationally controlled industrial assets.</p> <p>This category considers industrial emissions from all downstream processing steps from sold intermediate product to first-use product. We have changed the source of our emission factors to the latest available commodity specific GHG and energy intensity curves from Skarn Associates. We use this data to calculate global average emissions per tonne of contained metal for third-party smelting and refining. For the final conversion from metal to first-use product, such as stainless and galvanised steel, copper wire and sheet, we use data from relevant commodity associations' lifecycle assessments.</p> <p>Our 2019-2021 emissions have been restated to account for acquisitions and divestments completed since 2019, consistent implementation of the organisational boundary of operational control, and the changes to our emission factors sources. For further information refer to the About this report section in our Climate Report 2022 and our Basis of Reporting 2022 at www.glencore.com/publications.</p>

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 305	11. Use of sold products	Total emissions (thousand tonnes CO ₂ e)	308,178	321,878	303,341 Δ		6		<p>Reported Scope 3 emissions relate to the use of saleable coal and oil produced by industrial assets under Glencore operational control. Coal and oil are deemed saleable once no further processing is required before use. Regarding coal, reported emissions relate to the use of saleable thermal and metallurgical coal. For Glencore-operated coal joint ventures, saleable coal volumes accounted for have been restated from our attributable share of production to 100% of produced volumes to align our reporting with the organisational boundary of operational control. Our equity share of emissions related to the use of saleable coal produced by independently managed joint ventures is accounted for in category 15 (Investments).</p> <p>2019-2021 emissions have been restated to account for the implementation of the organisational boundary of operational control and changes to our emission factors sources, and include 100% of saleable volumes produced at acquired assets (Cerrejón and Astron Refinery), while volumes produced at divested assets (Chad oilfields and Izimbiwa, Middelburg) have been removed. For further information refer to the About this report section in our Climate Report 2022 and our Basis of Reporting 2022 at glencore.com/publications.</p>

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 305	15. Investments	Total emissions (thousand tonnes CO ₂ e)	20,882	17,909	15,566		6		Reported industrial emissions relate to Glencore's equity share of Scope 1 and 2 and, where relevant for coal industrial assets, Scope 3 emissions of the following investments: Hunter Valley Operations (coal), Wonderfontein (coal), Hlagisa (coal), Antamina (copper), Century Aluminium, Collahuasi (copper) and Viterra (agriculture). We used as an input the Scope 1 and 2 emissions as most recently published or reported by the investment. Where they do not report actual Scope 1 and Scope 2 emissions data, for their inclusion in our Scope 3 emissions, we estimate their Scope 1 and Scope 2 emissions based on those of a comparable industrial asset in close proximity and adjust them on the basis of production volumes. Their Scope 3 emissions are calculated based on saleable volumes. In addition to the expansion of investments and Scope 3 emissions of coal investments accounted for in this category, reported emissions have been restated to account for improved Scope 1 and 2 emissions disclosures from Century Aluminium, Collahuasi and Antamina. For further information refer to the About this report section in our Climate Report 2022 and our Basis of Reporting 2022 at glencore.com/publications.
	17. Other downstream: Methane extracted and sold to third-party operated power plants	Total emissions (thousand tonnes CO ₂ e)	302	255	225		6		These values relate to methane extracted by Glencore-operationally controlled coal industrial assets and sold to third-party operated power plants. 2019-2022 industrial emissions have been restated to account for methane emissions that had previously been excluded. For further information refer to the About this report section in our Climate Report 2022 and our Basis of Reporting 2022 at glencore.com/publications.

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 305	Other Scope 3 categories						6		<p>The following Scope 3 categories are currently excluded from our industrial emissions inventory:</p> <ul style="list-style-type: none"> - 2. Capital goods - 3. Fuel- and energy-related activities - 6. Business travel - 7. Employee commuting - 8. Upstream leased assets - 12. End of life treatment of sold products - 13. Downstream leased assets - 14. Franchises - 16. Other upstream emissions
GRI 305	305-4 Scope 1 and Scope 2 market based GHG emissions intensity – Metals mining	tCO ₂ e/t Cu-equiv	3.7	3.7	4.2		6		<p>We show the carbon intensity of our industrial assets as Scope 1 and 2 industrial emissions by reference to their production. We have shown metals mining, coal mining, metals smelting and oil refining separately. Emissions data is collected on a site-by-site rather than activity-by-activity basis. Integrated industrial assets with mining and smelting capability have therefore been allocated to the most appropriate category.</p> <p>From 2022, we use the market-based approach to our CO₂e industrial emissions recording as the primary method for our target-setting and progress measurement. The 2019 baseline has been restated to account for this approach. The 2019 baseline has also been restated to reflect our industrial asset portfolio changes from acquisitions and divestments, most materially the acquisition of Cerrejón. 2019-2021 emissions have also been restated to account for implementation of the organisational boundary of operational control and the change in emission factors sources.</p> <p>“Cu-equiv” are the copper equivalents converted on the basis of 2019 (baseline year) average prices.</p> <p>Refer to page 88 of the 2022 Annual Report and the About this Report section of the 2022 Climate Report for additional information.</p>

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 305	Scope 1 and Scope 2 market based GHG emissions intensity – Metals smelting	tCO ₂ e/t Cu-equiv	6.6	8.0	8.3				
	Scope 1 and Scope 2 market based GHG emissions intensity – Coal mining	tCO ₂ e/t Cu-equiv	5.1	4.7	4.9				
	Scope 1 and Scope 2 market based GHG emissions intensity – Oil refining and distribution	tCO ₂ e/billion Btu	6.0	0	0				
GRI 305	305-5 Reduction of GHG emissions	Glencore CR: Our Targets and Ambitions (pp.9-11), Action two: reducing Scope 3 emissions (pp. 33-36), Appendix 2 (pp.59-66)							Refer to our Climate Report 2022.
GRI 305	305-7 NOx, SOx, and other significant air emissions	Total particulates: emissions – total mass (tonnes)	8,355	9,731	9,228		6	EM-MM-120a.1 Air emissions of the following pollutants: (1) CO, (2) NOx (excluding N ₂ O), (3) SOx, (4) particulate matter (PM10), (5) mercury (Hg), (6) lead (Pb), and (7) volatile organic compounds (VOCs)	Includes air emissions from our industrial activities and mobile equipment. Excludes emissions from time-chartered vessels but includes those from vessels that we own. The methods applied for the determination of the emissions vary locally and can either be measured, calculated or estimated. 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 size of about 30 micrometers. All of our industrial assets have abatement systems in place in order to meet the locally applicable threshold values.
		NOx (oxides of nitrogen): emissions – total mass (tonnes)	53,983	58,890	61,524		6		
		SOx (oxides of sulphur): emissions – total mass (tonnes)	360,572	350,020	343,981		6		

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 306 Waste 2020									
GRI 3: Material Topics 2021	3-3	Management of material topics				7, 8	6	EM-MM-150a.10	
GRI 306	306-1	Waste generation and significant waste-related impacts				7, 8	6	Description of waste and hazardous materials management policies and procedures for active and inactive operations;	
	306-2	Management of significant waste-related impacts				7, 8	6	EM-MM-540a.1 Tailings storage facilities inventory table; EM-MM-540a.2 Summary of tailings management systems and governance structure used to monitor and maintain stability of tailings storage facilities; EM-MM-540a.3 Approach to development of Emergency Preparedness and Response Plans (EPRPs) for tailings storage facilities	

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments		
GRI 306	306-3	Waste generated	Total mineral waste (million tonnes)	2,013	1,927	2,311		6, 8	Refer to ESG A-Z – Waste Management		
			Hazardous mineral waste (million tonnes)	165	162	150		6, 8		EM-MM-150a.7 Total weight of hazardous waste generated	
			Non-hazardous mineral waste (million tonnes)	1,848	1,765	2,161		6, 8			
			% mineral waste recycled	1%	1%	1%		6, 8			
			Total non-mineral waste (thousand tonnes)	385	354	341		6, 8		EM-MM-150a.4 Total weight of non-mineral waste generated	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	31%	34%	34%		6, 8			
MM3	MM3	Total amounts of overburden, rock, tailings and sludges and their associated risks	Total amounts of overburden, rock, tailings and sludges (million tonnes)	2,013	1,927	2,311		6	EM-MM-150a.5 Total weight of tailings produced; EM-MM-150a.6 Total weight of waste rock generated	Data refers to total mineral waste generated. SASB EM-MM-150a.5+6: In 2022, this included 139 million tonnes of tailings of which 7 million tonnes were recycled (5%) and 2,130 million tonnes of waste rock and overburden.	
GRI 306	306-3	Total number and volume of significant spills and environmental incidents	Number of significant spills and environmental incidents	2	1	5		6	EM-MM-140a.2 Number of incidents of non-compliance associated with water quality permits, standards, and regulations; EM-MM-150a.9 Number of significant incidents associated with hazardous materials and waste management	Significant spills are those reported under categories 3 (moderate), 4 (major) and 5 (catastrophic) according to Glencore's classification scheme (refer also to glossary of the Sustainability Report 2022, pp. 127-130). No category 4 (major) or category 5 (catastrophic) incidents occurred in 2022. Δ EM-MM-150a.9: No significant incidents associated with hazardous materials and waste management occurred in 2022 but five moderate incidents.	
			Volume of significant spills (m ³)	54	0	29		6			

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 308 Supplier environmental assessment 2016									
GRI 3: Material Topics 2021	3-3	Management of material topics	ESG A-Z: Supply chain due diligence Glencore SR: Stakeholder engagement (pp. 16-17), Responsible sourcing and supply (pp. 55-58) Glencore AR: Stakeholder Engagement (pp. 61-65)				7, 8	6, 8	
GRI 308	308-1	New suppliers that were screened using environmental criteria	Percentage of new suppliers screened using environmental criteria (%)	56%	68%	60%	8	6	
SOCIAL									
GRI 401 Employment 2016									
GRI 3: Material Topics 2021	3-3	Management of material topics	ESG A-Z: Our people Glencore SR: Stakeholder Engagement (pp. 16-17) Glencore AR: Our people (pp. 51-56), Stakeholder Engagement (pp. 61-65) Other: Refer to tab 'Our People' in the ESG Data Book 2022				3, 4, 5, 6		

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 401	401-1 New employee hires and employee turnover	Redundancies							For further breakdowns of turnover and new employee hire data refer also to tab 'Our People' in our ESG Data Book 2022.
		Total redundancies	7,179	8,000	6,990				
		Redundancies (%)	8%	9%	9%				
		Total turnover by region (%)							
		• Africa	6%	2%	3%				
		• Asia	8%	8%	8%				
		• Australia	11%	12%	15%				
		• Europe	5%	7%	6%				
		• North America	15%	15%	15%				
		• South / Latin America	8%	20%	11%				
		New employees:							
		Total number new employees	5,909	9,646	11,383				
		New employees (%)	7%	11%	14%				
GRI 402 Labour/management relations 2016									
GRI 3: Material Topics 2021	3-3	Management of material topics	ESG A-Z: Our people Glencore SR: Stakeholder engagement (pp. 16-17) Glencore AR: Our people (pp. 51-56)				3, 4, 5, 6		
GRI 402	402-1	Minimum notice periods regarding operational changes					3		Minimum notice periods vary across the Group, ranging from one week to six months.
MM4	MM4	Number of strikes and lock-outs exceeding one week's duration	Number of strikes exceeding one week's duration	1	2	4		3	The strikes related to two industrial assets in Peru (Andaychagua, Yauliyacu), one industrial asset in Norway (Nikkelverk) and another in Canada (Raglan).
			Number of lock-outs exceeding one week's duration	0	2	0		3	

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 403 Occupational health & safety 2018									
GRI 3: Material Topics 2021	3-3	Management of material topics	ESG A-Z: Safety, Health, HIV/AIDS Glencore SR: Stakeholder engagement (pp. 16-17) Health and safety (pp. 23-28) Glencore AR: Stakeholder Engagement (pp. 61-65)					5	Health and safety data covers all employees and contractors of those industrial assets where we have operational control. Refer also to: glencore.com/en/who-we-are/our-code glencore.com/who-we-are/policies/health-safety-policy
GRI 403	403-1	Occupational health and safety management system	ESG A-Z: Safety, Health Glencore SR: Health and safety (pp. 23-28)					5	We require all the industrial assets under our operational control to have an effective safety management system, to assure the integrity of plants, equipment, structures, processes and protective systems, as well as the monitoring and review of critical controls, and to address the occupational health risks to the workforce, their families and communities. Whilst our expectations on health and safety processes have been mapped to leading industry practices and international standards, such as ISO 45001, certification to such standards is at the discretion of the relevant commodity department and industrial asset. For further information refer to: glencore.com/en/who-we-are/our-code glencore.com/who-we-are/policies/health-safety-policy glencore.com/sustainability/esg-a-z/safety glencore.com/sustainability/esg-a-z/health
GRI 403	403-2	Hazard identification, risk assessment, and incident investigation	ESG A-Z: Safety, Health, Glencore SR: Health and safety (pp. 23-28)					5	For further information refer to: glencore.com/en/who-we-are/our-code glencore.com/who-we-are/policies/health-safety-policy

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 403	403-3 Occupational health services	ESG A-Z: Safety, Health, Glencore SR: Health and safety (pp. 23-28)					5		<p>Our industrial assets employ dedicated occupational health functions supporting the local needs of our employees and contractors. We assess, monitor and control health risks to prevent occupational diseases.</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 industrial assets we operate clinics that are also accessible for the local community.</p> <p>glencore.com/who-we-are/policies/health-safety-policy</p>
GRI 403	403-4 Worker participation, consultation, and communication on occupational health and safety	Percentage of industrial sites with formal joint management-worker health and safety committees	78%	79%	84%		5		The majority of our industrial assets have formal health and safety committees in place with both representatives of the workforce and the management. These committees meet and visit the industrial assets regularly. Any findings are actioned to prevent health and safety incidents and to ensure continuous improvement.
GRI 403	403-5 Worker training on occupational health and safety	ESG A-Z: 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	<p>Our employees and contractors receive pre-shift training and safety inductions, regular workplace-specific training as well as training in the event of operational changes. A crucial element of these trainings are our fatal hazard protocols and our life-saving behaviours.</p> <p>EM-MM-320a.1: Refer also to GRI 403-9.</p>

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 403	403-6	Promotion of worker health					5		Our occupational health management strategy addresses the health risks facing our workforce, their families, and the communities inside and outside our gates. We follow a variety of onsite programmes to manage occupational diseases and exposure to health hazards; we extend many of these health programmes to our host communities, to combat regional health problems and promote healthy lifestyles. Our work on health is overseen by our health working group, made up with internal subject matter experts.
GRI 403	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships					5		glencore.com/sustainability/esg-a-z/safety
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	67%	62%	68%		5	These metrics cover all our industrial assets. All employees and contractors of an industrial asset that has implemented an occupational health and safety management system are covered by this system. Refer also to section 403-1.
			Percentage of employees and contractors covered by: – an occupational health and safety management system that has been internally audited	50%	50%	61%		5	
			Percentage of employees and contractors covered by: – an occupational health and safety management system that has been audited and certified by an external party	31%	30%	39%		5	

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments	
GRI 403	403-9	Work-related injuries	ESG A-Z: Safety, Health, Glencore SR: Health and safety (pp. 23-28) Other: Refer to tab 'Health and Safety' in our ESG Data Book 2022					EM-MM-320a.1	For further breakdowns of health and safety data refer also to tab 'Health and Safety' in our ESG Data Book 2022. The total number of occupational fatalities includes all work-related fatalities affecting employees and contractors working at industrial assets under Glencore's operational control. EM-MM-320a.1: Refer also to GRI 403-5. Some examples of work-related hazards posing a risk of high consequence injury and actions taken to minimise risks are set out on pages 20 – 28.	
		Total number of fatalities	8	4	4 Δ		5			
		Number of fatalities of employees	6	4	3		5			
		Number of fatalities of contractors	2	0	1		5			
		Total number of fatalities – by region (employees + contractors)	Africa	3	3	0		5		
			Australia	0	0	0		5		
			North America	0	0	0		5		
			South / Latin America	2	1	1		5		
			Rest of the world	3	0	3		5		
		Number of fatalities – by region (employees)	Africa	3	3	0		5		
			Australia	0	0	0		5		
			North America	0	0	0		5		
			South / Latin America	1	1	1		5		
			Rest of the world	2	0	2		5		
	Number of fatalities – by region (contractors)	Africa	0	0	0		5			
		Australia	0	0	0		5			
		North America	0	0	0		5			
		South / Latin America	1	0	0		5			
		Rest of the world	1	0	1		5			

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
	Fatality frequency rate (FIFR)	Employees + contractors	0.027	0.014	0.013		5		Fatality frequency rate is the number of fatalities per million hours worked.
		Employees	0.039	0.027	0.019		5		
		Contractors	0.014	0.000	0.007		5		
	Total recordable injury frequency rate (TRIFR)	Employees + contractors	2.7	2.4	2.2 Δ		5		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.
		Employees	2.8	2.5	2.2 Δ		5		
		Contractors	2.5	2.2	2.2 Δ		5		
	Lost time injury frequency rate (LTIFR)	Employees + contractors	0.94	0.82	0.84 Δ		5		The LTIFR is the total number of LTIs recorded compared to the total hours worked. An LTI is an occupational injury that is recorded when a worker is unable to work following a work-related incident. We record lost days as beginning on the first rostered day that the worker is absent after the day of the work-related injury. The day of the work-related injury is not included. LTIs do not include restricted work injuries (RWIs) and fatalities.
		Employees	1.14	0.99	0.99 Δ		5		
		Contractors	0.73	0.64	0.69 Δ		5		
	High potential risk incident (HPRI)	Employees + contractors	398	385	464		5		A HPRI is an incident that could have likely resulted in a catastrophic or major consequence.
	Near Miss Frequency Rate (NMFR)	Employees + contractors	64	84	78		5		Near Miss Frequency Rate (NMFR) is the total number of near miss incidents recorded per million hours worked.
	High-consequence injuries	Employees + contractors	not available	30	24		5		Work-related injury that results in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 180 days.
		Employees	not available	23	16		5		
		Contractors	not available	7	8		5		

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
	High-consequence injury rate	Employees + contractors	not available	0.11	0.08		5		High-consequence injury frequency rate is the total number of high-consequence injuries recorded per million hours worked. Lost day rate is expressed by comparing the total lost days to the total number of hours scheduled to be worked by the workforce. The absentee rate is expressed by comparing the total absent time to the total time scheduled to be worked by the workforce.
		Employees	not available	0.16	0.10		5		
		Contractors	not available	0.05	0.05		5		
	Hours worked	Employees + contractors	297,483,600	281,434,974	310,376,099		5		
		Employees	154,835,075	148,072,827	157,195,225		5		
		Contractors	142,648,524	133,362,147	153,180,875		5		
	Lost day rate	%	0.1%	0.1%	0.1%		5		
Absentee rate	%	8%	5%	5%		5			
GRI 403	403-10 Work-related ill health	ESG A-Z: Health, Glencore SR: Health and safety (pp. 23-28)					5		
		Fatalities due to occupational diseases	Employees + contractors	0	0	0		5	
	Employees		0	0	0		5		
	Contractors		0	0	0		5		
	Occupational diseases frequency rate (ODR)	Employees + contractors	0.42	0.39	0.31		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 / connective tissue and ear and mastoid process. Further information can be found on pages 23-28, section 'Health and safety' of this report.	
		Employees	0.57	0.68	0.59		5		
		Contractors	0.25	0.07	0.03		5		

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 404 Training and education 2016									
GRI 3: Material Topics 2021	3-3	Management of material topics	ESG A-Z: Our people Glencore AR: Our people (pp. 51-56) Stakeholder Engagement (pp. 61-65) Glencore SR: Stakeholder engagement (pp. 16-17)				6		
GRI 404	404-1	Average hours of training per year per employee	43	66	56		2		We do not collect information on training based on gender as training opportunities are not differentiated based on gender distinction.
		Percentage of training hours per employee category	Contractors (%)	39%	29%	25%		2	
			Management (%)	1%	3%	1%		2	
			Operational, production, maintenance (%)	50%	54%	64%		2	
		Supervisors, administration, technical (%)	10%	14%	10%		2		
GRI 404	404-2	Programmes for upgrading employee skills and transition assistance programmes							Refer to Annual Report 2022, p. 56, and to glencore.com/sustainability/esg-a-z/our-people – under Employee retention and turnover. We are looking to improve on our disclosures in this area in the coming years.

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments		
GRI 405 Diversity and equal opportunity 2016											
GRI 3: Material Topics 2021	3-3	Management of material topics	ESG A-Z: Our people, UK Gender Pay Gap Disclosure Glencore AR: Our people (pp. 51-56), Stakeholder Engagement (pp. 61-65) Glencore SR: Stakeholder engagement (pp. 16-17) Other: Refer to tab 'Our People' in our ESG Data Book 2022				6				
GRI 405	405-1	Diversity of governance bodies and employees	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			13,875	13,625	13,897	6	3	For further breakdowns refer also to tab 'Our People' in our ESG Data Book 2022.
			Percentage of female employees (%)			16%	17%	17%	6	3	
			Percentage of female managers (%)			18%	20%	21%	6	3	
Number of female Board directors of Glencore plc			2	3	4	6	3	For further breakdowns regarding the composition of our company's governance bodies refer to section Corporate Governance of our Annual Report 2022.			
GRI 405	405-2	Ratio of basic salary of men to women by employee category	ESG A-Z: Our people, UK Gender Pay Gap Disclosure Glencore AR: Our people (pp. 51-56)				6	3	Our basic salaries are not differentiated by gender.		

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments	
GRI 406 Non-discrimination 2016										
GRI 3: Material Topics 2021	3-3	Management of material topics	ESG A-Z: Our people Glencore AR: Our people (pp. 51-56) Other: Code of Conduct				6			
GRI 406	406-1	Incidents of discrimination and corrective actions taken	0	0	7	6	3		We report the number of incidents of discrimination. Each reported case of discrimination is carefully analysed and where confirmed, appropriate disciplinary action is taken in accordance with our policies.	
GRI 407 Freedom of association and collective bargaining 2016										
GRI 3: Material Topics 2021	3-3	Management of material topics	ESG A-Z: Our people Glencore AR: Our people (pp. 51-56) Stakeholder Engagement (pp. 61-65) Glencore SR: Stakeholder Engagement (pp. 16-17), Other: Code of Conduct				3			
GRI 407	407-1	Operations in which the right to freedom of association and collective bargaining may be at risk	0	0	0	3	3		We report on operations in which the right to freedom of association and collective bargaining may be at risk.	

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 408 Child labour 2016									
GRI 3: Material Topics 2021	3-3	Management of material topics	ESG A-Z: Our people, Human rights Glencore SR: Stakeholder Engagement (pp. 16-17), Human rights (pp. 39-46), Responsible sourcing and supply (pp. 55-58), Glencore AR: Our people (pp. 51-56) Stakeholder Engagement (pp. 61-65) Other: Code of Conduct				5		
GRI 408	408-1	Operations and suppliers at significant risk for incidents of child labour	0	0	0	5	3		We report on operations at significant risk for incidents of child labour or of young workers exposed to hazardous work.

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 409 Forced or compulsory labour 2016									
GRI 3: Material Topics 2021	3-3	Management of material topics	ESG A-Z: Our people, Human rights Glencore SR: Stakeholder Engagement (pp. 16-17), Human rights (pp. 39-46), Responsible sourcing and supply (pp. 55-58), Glencore AR: Our people (pp. 51-56) Stakeholder Engagement (pp. 61-65) Other: Code of Conduct				4		
GRI 409	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	0	0	0	4	3		We report on operations at significant risk for forced or compulsory labour.
GRI 410 Security practices 2016									
GRI 3: Material Topics 2021	3-3	Management of material topics	ESG A-Z: Human rights Glencore SR: Stakeholder Engagement (pp. 16-17), Human rights (pp. 39-46) Glencore AR: Stakeholder Engagement (pp. 61-65) Other: Code of Conduct				1, 2		
GRI 410	410-1	Security personnel trained in human rights policies or procedures	Percent of employed security personnel trained in human rights	89%	93%	89%	1, 2	1, 3	
			Percent of third-party private security personnel trained in human rights	65%	80%	74%			

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments	
GRI 411 Rights of Indigenous Peoples 2016										
GRI 3: Material Topics 2021	3-3	Management of material topics	ESG A-Z: Human rights Glencore SR: Human rights (pp. 39-46), Responsible citizenship (pp. 47-54) Glencore AR: Risk management (p. 100) Other: Code of Conduct						1, 2	EM-MM-210a.2 Percentage of (1) proved and (2) probable reserves in or near indigenous land / 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
GRI 411	411-1	Incidents of violations involving rights of Indigenous Peoples	0	0	0	1, 2	3		No findings of violations (refer also to MM6).	
MM5	MM5	Number of sites located on or near Indigenous Peoples' land	41	40	43	1, 2	3		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	25	26	30	1, 2	3			

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
SOCIETY									
GRI 413 Local communities 2016									
GRI 3: Material Topics 2021	3-3	Management of material topics	ESG A-Z: Stakeholder engagement, Communities Glencore SR: Stakeholder Engagement (pp. 16-17), Human rights (pp. 39-46), Responsible citizenship (pp. 47-54) Glencore AR: Risk Management (p. 100) Stakeholder Engagement (pp. 61-65)				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 a socio-economic contribution scorecard integrated into our existing community and stakeholder engagement systems. We require each industrial asset where we have operational control to develop and implement a local complaints and grievance mechanism, including a formal grievance and conflict resolution process for community members and others to make complaints and raise concerns. The process should include a system to receive, investigate, and respond to the concerns raised.
			Total number of community complaints	1,264	1,147	1,077		1, 2	3
GRI 413	413-1	Percentage of operations with implemented local community engagement, impact assessments, and/or development programmes				1, 2	3		We do not report the total percentage. Our industrial assets are required to identify and assess impacts, opportunities and risks throughout the lifecycle of their activities, and to have community engagement and social investment strategies in place, as applicable. For more information, see ESG A-Z: Stakeholder engagement, Communities; Sustainability Report 2022: Stakeholder engagement (pp. 16-17), Human Rights (pp. 39-46), Responsible citizenship (pp. 47-54)

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	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	7	1	1	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 is one ongoing land claim related to an industrial asset in South Africa. The communities involved are engaged and the claim process is before the Land Claims Commission which is legally mandated to resolve the dispute.
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				1, 2	3		To help us consistently measure and report on our contributions, we have a socio-economic contribution scorecard integrated into our existing community and stakeholder engagement systems. We require each industrial asset where we have operational control to develop and implement a local complaints and grievance mechanism. 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 a system to receive, investigate and respond to the concerns raised.
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	Number of industrial sites	7	5	2	1, 2		ESG A-Z: Artisanal and small-scale mining (ASM) Glencore SR: Human rights (pp. 39-46), Responsible citizenship (pp. 47-54)
		Sites (%)	6%	5%	2%	1, 2		ESG A-Z: Artisanal and small-scale mining (ASM) Glencore SR: Human rights (pp. 39-46), Responsible citizenship (pp. 47-54)	

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
MM9	MM9	Sites where resettlements took place, the number of households resettled in each, and how their livelihoods were affected in the process	Number of sites with resettlements activities	2	3	0	1, 2		
		Number of resettled households	18	9	0	1, 2			
MM10	MM10	Number and percentage of operations with closure plans	ESG A-Z: Stakeholder engagement, Communities Glencore SR: Stakeholder Engagement (pp. 16-17) Human rights (pp. 39-46), Responsible citizenship (pp. 47-54)			1, 2			As required by our Group Environmental Policy all our industrial assets must have closure plans in place. We are looking to improve our disclosures in this area in the coming years.
GRI 414 Supplier social assessment 2016									
GRI 3: Material Topics 2021	3-3	Management of material topics	ESG A-Z: Supply chain due diligence Glencore SR: Stakeholder engagement (pp. 16-17), Human rights (pp. 39-46), Responsible sourcing and supply (pp. 55-58)			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	New suppliers that were screened using social criteria	Percentage of new suppliers screened (%)	53%	67%	61%	1, 2, 6, 10	3	

ESG Data Book *continued*

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 415 Public policy 2016									
GRI 3: Material Topics 2021	3-3 Management of material topics	ESG A-Z: Ethics Glencore SR: Stakeholder Engagement (pp. 16-17) Glencore AR: Ethics and compliance (pp. 57-60) Stakeholder Engagement (pp. 61-65) Other: Glencore E&CR: Global Anti-Corruption Policy (pp. 57-62) Glencore Political Engagement Policy				10			Glencore does not permit any funds or resources to be used to contribute to any political campaign, political party, political candidate or any politically affiliated organisation.
GRI 415	415-1 Political contributions								

ESG Data Book *continued*
Product responsibility
GRI 416 Customer health & safety 2016

GRI Standard Disclosure #	Disclosure	Response / cross reference / unit of measurement / reason for omission	2020	2021	2022	UNGC principles	ICMM principles	SASB	Comments
GRI 3: Material Topics 2021	3-3 Management of material topics	Glencore SR: Responsible sourcing and supply (pp. 55-58), Stakeholder Engagement (pp. 16-17) Glencore AR: Stakeholder Engagement (pp. 61-65)				7, 8, 9	8		
MM11	MM11 Programmes and progress relating to materials stewardship	Glencore SR: Responsible sourcing and supply (pp. 55-58)				7, 8, 9	8		Progress is tracked internally, but not reported externally. Case studies have been provided in the Sustainability Report 2022 giving examples of programmes.
GRI 416	416-1 Assessment of the health and safety impacts of product and service categories					7, 8, 9	8		All our products are thoroughly assessed as part of the registration and notification process under the REACH Regulation (see eur-lex.europa.eu/legal-content/en/TXT/HTML/?uri=CELEX:02006R1907-20221217) as well as schemes in other applicable jurisdictions.

GRI 417 Marketing and labelling 2016

GRI 417	417-1 Requirements for product and service information and labelling	Glencore SR: Responsible sourcing and supply (pp. 55-58)				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.
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Glossary

To assist the reader's understanding of climate-related terms contained in the 2022 Sustainability Report, reference can be made to the glossary included in our 2022 Climate Report.

Accountable Executive

The GISTM defines an Accountable Executive as “one or more executive(s) who is/are directly answerable to the Chief Executive Officer on matters related to this Standard, communicates with the Board of Directors, and who is accountable for the safety of tailings facilities and for minimising the social and environmental consequences of a potential tailings facility failure. The Accountable Executive(s) may delegate responsibilities but not accountability.”

ASM

Artisanal and small-scale mining

Basis of Reporting 2022

Our Basis of Reporting 2022 provides information, including definitions and the applied underlying processes, on the collection and verification of specific environmental, social and governance metrics and is available at glencore.com/publications.

CAHRAs

Conflict Affected and High-Risk Areas

care and maintenance

A phase in the life cycle of an industrial asset where mining, processing and/or operations temporarily ceased and are placed into care and maintenance, ready to be restarted again, as circumstances may allow.

concentrate

A natural commodity consisting of extracted and processed mineral ores; the first step towards producing refined minerals and metals.

CO₂e

Carbon dioxide equivalent (CO₂e) is the universal unit of measurement for the global warming potential (GWP) of GHGs, where one unit of CO₂e 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 CO₂, 28 for methane and 265 for nitrous oxide, as per the IPCC's Climate Change 2014 Synthesis Report (released as part of the Fifth Assessment Report).

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 (as defined by the ICCM).

DRC

The Democratic Republic of the Congo

EBIT

Earnings before interest, taxes

EBITDA

Earnings before interest, taxes, depreciation and amortisation

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

GEALS

Glencore exposure action levels

greenhouse gas (GHG)

Abbreviation of greenhouse gas. A gas that absorbs infrared radiation (net heat energy) emitted from the earth's surface and re-radiates it back to earth's surface, contributing to the greenhouse effect. Carbon dioxide, methane and water vapour are the most commonly referred to greenhouse gases. Others include surface-level ozone, nitrous oxides, and fluorinated gases. In this report, we discuss GHG emissions as CO₂e.

GISTM

Global Industry Standard for Tailings Management

GRI

The Global Reporting Initiative (GRI) is an international independent standards organisation that develops and disseminates voluntary sustainability reporting frameworks. The GRI is in the process of developing 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.

hazardous

Dangerous, as defined by national legislation.

hours worked

Hours worked means the total number of hours worked by workers carrying out work-related activities during the recording period. Hours worked includes overtime (where recorded) and training, but excludes annual leave, maternity leave, sick leave, public holidays and other absences.

high-potential risk incidents (HPRIs)

An incident that could have likely resulted in a catastrophic or major consequence. See 'incident classification'.

HSEC&HR

Health, safety, environment, social performance and human rights.

ICMM

The International Council on Mining & Metals (ICMM) is an industry trade body dedicated to establishing and promoting leading sustainability practices.

independently managed joint venture

A joint venture which operates independently from its shareholders. This means that a board of directors not controlled by Glencore, with an independent executive management and corporate functions, including finance and legal, is established to operate the JV. The shareholders' involvement in the JV is typically limited to participation in the board and shareholder governance bodies.

Glossary *continued*

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 freedom of association and collective bargaining, discrimination, forced labour and child labour.

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. See also footnotes 2 and 3 on page 7, and for a definition of environmental incidents, see our 2022 Basis of Reporting at glencore.com/publications.

Indigenous Peoples

People in countries whose social, cultural and economic conditions distinguish them from other sections of the national community, and whose status is regulated wholly or partially by their own customs or traditions, or by special laws or regulations; or people in countries who are regarded as Indigenous on account of their descent from the populations which inhabited the country, or a geographical region to which the country belongs at the time of conquest or colonisation, or the establishment of present state boundaries and who, irrespective of their legal status, may retain some or all of their own social, economic, cultural and political institutions (as defined in the ILO Convention 'Concerning Indigenous People in Independent Countries, 1989 (No. 169)).

industrial activities

Glencore term covering activities of the Group's industrial assets focused on exploring, extracting, processing, refining and delivering commodities, which generally provide a source of physical commodities for the Group's marketing activities. See 'marketing activities'.

industrial asset

An operation involved in the extraction, production or processing of minerals and metals and energy products for sale or further processing. An industrial asset may comprise several sites in different locations under the same management control supporting these activities, with "our industrial assets" being the industrial assets over which Glencore has operational control.

KCC

Kamoto Copper Company SA, a copper industrial asset in the DRC.

LBMA

The London Bullion Market Association, 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.

LME

London Metal Exchange

LTIs

A lost time injury (LTI) is an occupational injury that is recorded when a worker is unable to work following a work-related 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 work-related 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.

marketing activities

Glencore term relating to the marketing and trading of commodities, which focuses 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 end-users. See 'industrial activities'

MUMI

Mutanda Mining SARL, a copper industrial asset in the DRC.

net zero carbon dioxide emissions

"Net zero carbon dioxide (CO₂) emissions are achieved when anthropogenic CO₂ emissions are balanced globally by anthropogenic CO₂ removals over a specified period. Net zero CO₂ emissions are also referred to as carbon neutrality." IPCC, 2018: Annex I: Glossary (Matthews, J.B.R. (ed.)). In: Global Warming of 1.5°C. An IPCC Special Report on the impacts of global warming of 1.5°C above pre-industrial levels and related global greenhouse gas emission pathways, in the context of strengthening the global response to the threat of climate change, sustainable development, and efforts to eradicate poverty (V. MassonDelmotte, P. Zhai, H.-O. Pörtner, D. Roberts, J. Skea, P.R. Shukla, A. Pirani, W. Moufouma-Okia, C. Péan, R. Pidcock, S. Connors, J.B.R. Matthews, Y. Chen, X. Zhou, M.I. Gomis, E. Lonnoy, T. Maycock, M. Tignor and T. Waterfield (eds.)). Cambridge University Press, Cambridge, UK and New York, NY, USA, pp. 541-562. Found at: ipcc.ch/sr15/chapter/glossary/

Throughout this report, where we refer to our ambition (or similar) and/or efforts to achieve 'net zero emissions', we are referring to a net zero ambition in relation to our emissions.

occupational disease

Disease, disorder or illness that is contracted or exacerbated as a result of the conditions or environment of employment. Occupational Diseases do not include HIV/AIDS, tuberculosis (TB), or malaria (for local residents) which may be endemic to particular communities; nor do they include the contracting of a disease for which there is a pandemic proclaimed by the WHO.

Glossary *continued*

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.

OECD DDG

OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict Affected and High-Risk Areas, 3rd Edition

OHRAs

Occupational Health Risk Assessments

operational control

Where Glencore directly or indirectly controls and directs the day-to-day management and operation of the entity engaging in such activity, whether by contract or otherwise.

operating jurisdictions

The jurisdictions where we control or operate an industrial asset.

our emissions

Glencore's emissions or 'our emissions' means CO₂e emissions from our industrial assets (including Scope 1, 2 and 3) which is defined by reference to operational control save for certain emissions relating to our equity share in certain independently managed joint ventures, as set out in the 2022 Climate Report and in the 2022 Basis of Reporting. Where we refer to our aim and/or efforts to achieve 'net zero emissions' we are referring to a net zero ambition in relation to our emissions. The basis for our approach is set out in the 2022 Climate Report.

Where 'industrial' is used before 'emissions', this is for additional clarity, and the underlying meaning is the same irrespective of whether this is included.

the Paris Agreement

An agreement adopted on 12 December 2015 at the Conference of the Parties (COP) to the United Nations Framework Convention on Climate Change (UNFCCC), dealing with emissions mitigation, adaptation and finance, which came into force 4 November 2016 (UN Doc FCCC/CP/2015/10/Add.1).

petajoule (PJ)

A measure of energy equivalent to a thousand trillion joules, or 10¹⁵ joules, usually used to express energy consumption by cities or major industries.

Policy

A document issued by Glencore with a Group-wide scope, setting out the high-level approach and requirements on a topic. Group-wide scope means the approach and requirements apply to all regions and business activities.

Procedure

A document issued by the Group which establishes requirements and defines the specific steps that must be taken to implement those requirements, generally as required by Group policies and standards.

SafeWork

SafeWork is Glencore's approach to eliminating fatalities. It's about identifying and managing the hazards in every workplace. SafeWork is built on a set of minimum expectations and mandatory protocols, standards, behaviours and safety tools. We believe that a well-led, consistent application of SafeWork will drive operating discipline and prevent fatal accidents at all our industrial assets.

Scope 1 emissions

Scope 1 emissions means direct CO₂e emissions from an activity or facility. Our approach to our Scope 1 emissions is set out in our 2022 Climate Report's About this report section and in its Appendix Two: Performance data and in the 2022 Basis of Reporting.

Scope 2 emissions

Scope 2 emissions means the CO₂e indirect emissions associated with the generation of purchased electricity, steam and heating/cooling for an activity or facility. We consider both location-based and market-based methodologies, and our approach to our Scope 2 emissions is set out in our 2022 Climate Report's About this report section and in its Appendix Two: Performance data and in the Basis of Reporting 2022.

Scope 3 emissions

Scope 3 emissions means all indirect CO₂e emissions other than those treated as Scope 2 emissions, including value-chain emissions. Our approach to our Scope 3 emissions is set out in our 2022 Climate Report's About this report section and in its Appendix Two: Performance data and in the Basis of Reporting 2022.

stakeholders

All individuals and groups that have an interest in, or can either impact or be impacted by, Glencore's business which may include employees, shareholders, debt providers, communities, suppliers, customers, governments, and civil society.

Standard

A document issued by Glencore which sets out the key requirements established on a particular topic. It contains detailed requirements that support the principles set out in the Code of Conduct or a policy. A standard does not set out the step-by-step process of how the specific requirements should be met.

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 total number of TRIs recorded per million hours worked.

Glossary *continued*

TRIs

Total recordable injuries (TRIs) being the sum of fatalities, LTIs, restricted work injuries (RWIs) and medical treatment injuries that require medical treatment beyond first aid.

United Nations Global Compact (UNGC)

The UNGC is a voluntary initiative based on Chief Executive Officer commitments to implement universal sustainability principles and to take steps to support the UN Sustainable Development Goals.

United Nations Guiding Principles (UNGPs)

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.

United Nations Sustainable Development Goals (SDGs)

A collection of 17 interlinked global goals to end poverty, protect the planet and improve the lives and prospects of everybody everywhere. The UN General Assembly established the SDGs in 2015 and the SDGs are intended to be achieved by 2030. More information on the SDGs is available at <https://sdgs.un.org/goals>.

water-stressed regions

Regions defined as having a high to extremely high water-use baseline, or arid and low water-use baseline, as per the World Resources Institute definitions.

workers

Our workforce, including both our employees and contractors. See further information in Appendix One: ESG Data Book and GRI Index 2022.

workforce

References to our workforce include both employees and contractors.

Voluntary Principles

The Voluntary Principles on Security and Human Rights 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.

vulnerable groups

An individual person or group of people who hold specific characteristics, such as age, race or ethnicity, which limit the ability of that individual or group to respond to changes.

About this report

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

This Sustainability Report has been prepared with reference to the Global Reporting Initiative (GRI) Sustainability Reporting Standards using GRI 1: Foundation 2021. Further, we continue to include information with reference to the GRI 'Mining and Metals Sector Disclosures' 2013 document which previously was to be used by organisations in the mining and metals sector in combination with the GRI G4 Guidelines now replaced by the GRI Standards.

Our ESG Data Book and GRI Index 2022 is available in this report, starting on page 66. It is also produced as a fuller standalone Excel document (our extended ESG Data Book) to provide further details, available at [glencore.com/publications](https://www.glencore.com/publications).

Deloitte LLP provides independent Limited Assurance over selected ESG metrics (Selected Information) under ISAE 3000 (Revised), as identified in Appendix One: ESG Data Book and GRI Index 2022 and by the Δ symbol. Deloitte LLP's assurance statements are published on pages 133 to 135 and in our 2022 Annual Report. Their assurance statements and this report should be read alongside the Basis of Reporting 2022. Both publications are available at [glencore.com/publications](https://www.glencore.com/publications). Deloitte LLP further provides independent Limited Assurance on our reporting with reference to the GRI, see the assurance statement, which is included in this report on page 133.

Glencore is a signatory to the principles of the United Nations Global Compact (UNGC) and this report is an input into 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).

This report includes information and data from our industrial and marketing activities which cover HSEC&HR, referred to as ESG data.

We have established specific organisational and operational boundaries for the data and information provided in this report.

Organisational boundaries

For our industrial assets, where we have operational control, i.e., where Glencore directly or indirectly controls and directs the day-to-day management and operation of the entity engaging in such activity, whether by contract or otherwise, we report our data on a 100% basis, irrespective of our actual equity stake.

Industrial assets on care and maintenance with suspended operations report on a limited indicator set, reflecting their reduced activities and workforce.

Interests held in joint ventures where we do not have operational control are excluded from our reporting.

Our corporate and marketing offices do not report on environmental (e.g., energy, CO₂e emissions, water), health or safety data, as we consider their contribution to be immaterial in comparison with that of our industrial assets.

We do not include data and information in respect of investment and holding companies.

Operational boundaries

With the exception of any environmental spills were they to occur, we exclude environmental data from particular warehouses, terminals, ports and other small non-producing industrial assets, as well as pastoral assets under our operational control and certain industrial offices located off site, as we consider their contribution to our ESG data to be sufficiently small so as to be immaterial.

We do not include Scope 3 emissions related to third-party volumes traded by our marketing business in our emissions reporting, apart from emissions relating to marine fuel consumed by time-chartered shipping that is paid for and organised by our coal and oil marketing departments.

We report on the amount of payments made to governments and employment data in respect of the marketing business' performance.

We provide further explanations regarding the operational boundaries of the data we report in Appendix One: ESG Data Book and GRI Index 2022 of this report.

For a detailed description of the organisational boundaries of operational control which apply to our energy and emissions reporting, see the About this report section of our 2022 Climate Report.

Reporting period

This report contains data for the full reporting year. Acquisitions are only included if they were integrated before 1 July in the reporting year, except that with respect to CO₂e emissions and energy consumption from industrial assets acquired since the baseline date and falling within the organisational boundary, the data has been added to the CO₂e emissions and energy profiles respectively, including the baselines.

Data from divestments is included until the month before disposal, except that CO₂e emissions and energy consumption from sold industrial assets, which were previously within the organisational boundary, are removed from the relevant baselines for subsequent reporting periods.

We base workforce numbers on their end of year status, an exception to this rule. As a result, this report does not include workforce data from industrial assets that were disposed of in 2022.



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

About this report *continued*

Data and information

Glencore's internal reporting systems capture and retain the ESG data presented in this Sustainability Report. The metrics reflect those used in the commodity markets, and sectors in which we operate and are primarily based on the Global Reporting Initiative (GRI)¹.

In some instances, we have restated figures from previous years to reflect improvements in our data collection, analysis and validation systems. In case of material restatements, we provide explanations regarding the revised data in the ESG Data Book and GRI Index 2022 of this report, as well as in the About this report section and Appendix two (Performance data) of our 2022 Climate Report. For the year ending 2022, we have restated our 2019 baseline industrial CO₂e emissions and energy data (given its close connection to CO₂e emissions), and the relevant changes are explained in the About this report section and Appendix two (Performance data) of our 2022 Climate Report².

All ESG data stated in this Sustainability Report represent the latest available data, unless referenced otherwise in the text. Some of the totals shown may reflect the rounding up or down of subtotals.

Glencore seeks to report on every HSEC&HR-related 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 restatement³ of previously reported ESG data, we will publicly disclose the restatement and its rationale.

We may change our approach to how we report our ESG data in future reports without prior announcement; we may also change the reporting of specific ESG data and its interpretation. We will provide relevant explanations in our reports in case any such changes are material.

1. Due to confidentiality restrictions under applicable local laws, industrial assets may be unable to access the level of evidence in underlying documentation generally required to validate the classification of a Health & Safety incident in accordance with our incident classification procedures.
2. We have restated our 2019 baseline to reflect industrial asset portfolio changes from acquisitions and divestments (as recommended by the GHG Protocol). We have also taken the opportunity to make some changes to the scope of our reporting of Scope 3, categories 10 and 11 industrial emissions, resulting in the inclusion of Scope 3 emissions from coal production volumes under our operational control, and to reflect an updated approach to our emission factors sources and our enhanced market-based emissions intensity methodology. For further information refer to the About this report section of our 2022 Climate Report.
3. Deloitte LLP has not undertaken work to review accuracy and completeness for restated ESG data for previous reporting years and has not provided assurance for restated ESG data.

Assurance statement

Independent Limited Assurance Report to the Directors of Glencore plc on selected key performance indicators in the 2022 Sustainability Report.

Independent Limited Assurance Report by Deloitte LLP to the Directors of Glencore on selected Environmental, Social and Governance (“ESG”) metrics (the “Selected Information”) within the Sustainability Report for the reporting year ending 31 December 2022 (“2022 Sustainability Report”) and the disclosures in the 2022 Sustainability Report regarding subject matters 1 to 5 of the International Council of Mining and Metals (ICMM) Sustainable Development Framework Assurance Procedure (together the “Subject Matter”).

What we looked at: scope of our work

Glencore has engaged us to provide independent limited assurance in accordance with 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 and our agreed terms of engagement.

The Subject Matter in scope of our engagement is reported in the “Glencore 2022 Sustainability Report” and the extended “Environmental, Social and Governance (ESG) data book” which include the GRI content index, for the year ended 31 December 2022 (the “Reports”). Both of these are available on Glencore’s website.

Subject Matter for assurance

Glencore’s disclosures in the Reports regarding subject matters 1 to 5 of the International Council of Mining and Metals (ICMM) Sustainable Development Framework Assurance Procedure, including:

- the alignment of its policies to the ten ICMM Mining 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 page 12 of the Sustainability Report 2022 (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 the Selected Information presented in Table 1 below (ICMM Subject Matter 4);
- its self-declaration of preparing the Reports with reference to the Global Reporting Initiative (“GRI”) Standards with GRI 1: Foundation 2021 used, as stated in the Reports (ICMM Subject Matter 5); and
- the prioritisation criteria for industrial asset performance expectations self-assessment validation (ICMM Subject Matter 5) along with the completed self-assessments at three selected industrial assets.

1. Independent Limited Assurance Report under the ISAE 3000 (Revised) standard by Deloitte LLP to the Directors of Glencore on the Selected Information within the Annual Report for the reporting year ended 31 December 2022, can be found on page 281 of the 2022 Annual Report, which is available on Glencore’s website.

Table 1: ICMM Subject Matter 4 – Selected Information

Environment	Assured figure	Safety	Assured figure
Total direct energy consumption (PJ)	116.5	Total working hours (employee and contractor)	310,376,099
Total indirect energy consumption (PJ)	76.8	Total number of Lost Time Injuries (employee and contractor)	260
Total direct (Scope 1) greenhouse gas (GHG) emissions (million tonnes of CO ₂ e)	16.61	Total number of Medical Treatment Injuries (employee and contractor)	290
Total Scope 2 GHG emissions (location-based) (million tonnes of CO ₂ e)	10.43	Total number of Restricted Work Injuries (employee and contractor)	134
Total Scope 2 GHG emissions (market-based) (million tonnes of CO ₂ e)	11.43	Total number of Fatalities (employee and contractor)	4
Total Scope 3 GHG emissions – losses from transmission and distribution of electricity (million tonnes of CO ₂ e)	1	Total Recordable Injury Frequency Rate (employee and contractor) (number of total recordable injuries per million hours worked)	2.22
Total Scope 3 GHG emissions – use of product; Coal and Oil (million tonnes of CO ₂ e)	303.3	Lost Time Injury Frequency Rate (employee and contractor) (number of lost time injuries per million hours worked)	0.84
Total water withdrawn (million m ³)	1,078	Economic	
Total water discharge (million m ³)	679.6	Total amounts of payments to governments (millions US\$)	11,970
Total number of catastrophic (class 5) and major (class 4) environmental incidents and spills	0		

Assurance statement *continued*

The Basis of Reporting defined by Glencore and the nature of the Selected Information allow for different, but acceptable, measurement methodologies to be adopted which may result in variances between entities. The adopted measurement methodologies may also impact comparability of the Selected Information reported by different organisations.

The Selected Information, as listed in the above table, needs to be read and understood together with the Basis of Reporting, which can be found on Glencore’s website.

Reporting criteria

The Subject Matter has been assessed against:

- the criteria provided in the ICMM Sustainable Development Framework Assurance Procedure;
- the definitions and approaches in the Glencore ESG Database Detailed Indicator Definitions Document 2021, English V1 dated 18 December 2020; and
- the Basis of Reporting for the Selected Information (including definitions and measurement methodology / basis of reporting for the above indicators in the Glencore Sustainability Report 2022 (together, “Underlying Reporting Principles”).

Our assurance conclusion

Based on our procedures described in this report, nothing has come to our attention that causes us to believe that the Subject Matter stated above, for the year ended 31 December 2022, has not been prepared, in all material respects, in accordance with the Underlying Reporting Principles.

What we did: Key procedures

We are required to plan and perform our work to address the areas where we have identified that a material misstatement of the description of activities undertaken in respect of the Subject Matter is likely to arise. The procedures we performed were based on our professional judgement. In carrying out our limited assurance engagement on the description of activities undertaken in respect of the Subject Matter, we performed the following procedures:

- Making enquiries of management and senior executives to obtain an understanding of the overall internal control environment, risk assessment processes and information management systems relevant to the management and reporting of sustainability issues and selected performance indicators.
- Evaluation of the design of controls and functionality of the Group sustainability information management and reporting database (“ESG database”) at a corporate level.

- Analytical reviews and trend analysis of reported data per commodity department.
- Reading the Health, Safety, Environment and Communities (HSEC) Committee meeting minutes and monthly management reports to understand the implementation of governance procedures related to the Selected Information.
- Reviewing emissions factors used in the calculations of emissions related Selected Information.
- Reviewing the classification of fatalities and environmental incidents classed at or above Category 3.
- Substantive testing of payments to governments for sampled material entities.
- Holding interviews with the HSEC lead/s for each commodity department.
- Conducting asset reviews at a sample of industrial assets, selected on a judgemental basis on materiality of contribution to reported group data, geographic coverage (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 Basis of Reporting;
 - Identify systemic challenges to data measurement, collection, reporting and control processes, or issues pervasive to region, department and / or group, for the Selected Information; and

- Validate self-assessments against the ICMM Performance Expectations for three selected industrial assets, through reviewing documentation and interviewing management.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

We believe that the evidence we obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

Inherent limitations of the Subject Matter

We obtained limited assurance over the preparation of the Subject Matter in accordance with the criteria provided in the Basis of Reporting and the ICMM Sustainable Development Framework Assurance Procedure. Inherent limitations exist in all assurance engagements.

Any internal control structure, no matter how effective, cannot eliminate the possibility that fraud, errors or irregularities may occur and remain undetected and because we use selective testing in our engagement, we cannot guarantee that errors or irregularities, if present, will be detected.

Assurance statement *continued*

The criteria provided in the Basis of Reporting and the ICMM Sustainable Development Framework Assurance Procedure, the nature of the Subject Matter, and absence of consistent external standards allow for different, but acceptable, measurement methodologies to be adopted which may result in variances between entities. The adopted measurement methodologies may also impact comparability of the Subject Matter reported by different organisations and from year to year within an organisation as methodologies develop.

Directors' responsibilities

The Directors are responsible for:

1. Selecting and establishing the Basis of Reporting.
2. Preparing, measuring, presenting and reporting the Selected Information in accordance with the Basis of Reporting.
3. Publishing the Basis of Reporting publicly in advance of, or at the same time as, the publication of the Selected Information.
4. Designing, implementing, and maintaining internal processes and controls over information relevant to the preparation of the Selected Information to ensure that they are free from material misstatement, including whether due to fraud or error.

5. Providing sufficient access and making available all necessary records, correspondence, information and explanations to allow the successful completion of the services over the Subject Matter, as outlined in our contractual agreement.
6. Confirming to us through written representations that you have provided us with all information relevant to our services of which you are aware, and that the measurement or evaluation of the underlying subject matter against the Basis of Reporting including that all relevant matters, are reflected in the Selected Information.

Our responsibilities

We are responsible for:

1. Planning and performing procedures to obtain sufficient appropriate evidence in order to express an independent limited assurance conclusion on the Subject Matter.
2. Communicating matters that may be relevant to the Subject Matter to the appropriate party including identified or suspected non-compliance with laws and regulations, fraud or suspected fraud, and bias in the preparation of the Subject Matter.
3. Reporting our conclusion in the form of an Independent Limited Assurance Report to the Directors.

Our independence and competence

In conducting our engagement, we complied with the independence requirements of the FRC's Ethical Standard and the ICAEW Code of Ethics. The ICAEW Code is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

We applied the International Standard on Quality Control (UK) 1 ("ISQC (UK) 1"), issued by the Financial Reporting Council. Accordingly, we maintained a comprehensive system of quality including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Use of Report

This report is made solely to the Directors of Glencore in accordance with ISAE 3000 (Revised) and our agreed terms of engagement. Our work has been undertaken so that we might state to the Directors of Glencore those matters we have agreed to state to them in this report and for no other purpose.

Without assuming or accepting any responsibility or liability in respect of this report to any party other than Glencore and the Directors of Glencore we acknowledge that the Directors of Glencore may choose to make this report publicly available for others wishing to have access to it, which does not and will not affect or extend for any purpose or on any basis our responsibilities. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Glencore and the Directors of Glencore as a body, for our work, for this report, or for the conclusions we have formed.

Deloitte LLP

London, United Kingdom

22 May 2023

Important notice concerning this report including forward-looking statements

Given the focus of this document, it is necessarily oriented towards future events and therefore contains statements that are, or may be deemed to be, “forward-looking statements” which are prospective in nature. Such statements may include (without limitation) statements in respect of trends in commodity prices and currency exchange rates; demand for commodities; reserves and resources and production forecasts; expectations, plans, strategies and objectives of management; climate scenarios; sustainability performance (including, without limitation, environmental, social and governance) related goals, ambitions, targets, intentions, visions, milestones and aspirations; approval of certain projects and consummation of certain transactions (including, without limitation, acquisitions and disposals); closures or divestments of certain assets, operations or facilities (including, without limitation, associated costs); capital costs and scheduling; operating costs and supply of materials and skilled employees; financings; anticipated productive lives of projects, mines and facilities; provisions and contingent liabilities; and tax, legal and regulatory developments.

These forward-looking statements may be identified by the use of forward-looking terminology, or the negative thereof including, without limitation, “outlook”, “guidance”, “trend”, “plans”, “expects”, “continues”, “assumes”, “is subject to”, “budget”, “scheduled”, “estimates”, “aims”, “forecasts”, “risks”, “intends”, “positioned”, “predicts”, “projects”, “anticipates”, “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.

The information in this document provides an insight into how we currently intend to direct the management of our businesses and assets and to deploy our capital to help us implement our strategy. The matters disclosed in this document are a ‘point in time’ disclosure only. 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 conditions and discussions of strategy, and reflect judgements, assumptions, estimates and other information available as at the date of this document or the date of the corresponding planning or scenario analysis process.

By their nature, forward-looking statements involve known and unknown risks, uncertainties and other factors which may cause actual results, performance or achievements to differ materially from any future event, results, performance, achievements or other outcomes expressed or implied by such forward-looking statements. Important factors that could impact these uncertainties include (without limitation) those disclosed in the risk management section of our latest Annual Report and Half-Year Report (which can each be found on our website). These risks and uncertainties may materially affect the timing and feasibility of particular developments. Other factors which impact risks and uncertainties 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; changes in environmental scenarios and related regulations, including (without limitation) transition risks and the evolution and

development of the global transition to a low carbon economy; recovery rates and other operational capabilities; health, safety, environmental or social performance incidents; natural catastrophes or adverse geological conditions, including (without limitation) the physical risks associated with climate change; the outcome of litigation or enforcement or regulatory proceedings; the effect of foreign currency exchange rates on market prices and operating costs; actions by governmental authorities, such as changes in taxation or regulation or changes in the decarbonisation plans of other countries; and political uncertainty.

Readers, including (without limitation) investors and prospective investors, should review and take into account these risks and uncertainties (as well as the other risks identified in this document) when considering the information contained in this document. Readers should also note that the high degree of uncertainty around the nature, timing and magnitude of climate-related risks, and the uncertainty as to how the energy transition will evolve, makes it difficult to determine and disclose the risks and their potential impacts with precision. Neither Glencore nor any of its affiliates, associates, employees, directors, officers or advisers, provides any representation, warranty, assurance or guarantee that the occurrence of the events, results, performance, achievements or other outcomes expressed or implied in any forward-looking statements in this document will actually occur. Glencore cautions readers against reliance on any forward-looking statements contained in this document, particularly in light of the long-term time horizon which this report discusses and the inherent uncertainty in possible policy, market and technological developments in future.

No statement in this document is intended as any kind of forecast (including, without limitation, a profit forecast or a profit estimate), guarantees or predictions of future events or performance and past performance cannot be relied on as a guide to future performance. Neither Glencore nor any of its affiliates, associates, employees, directors, officers or advisers, provides any representation, warranty, assurance or guarantee as to the accuracy, completeness or correctness, likelihood of achievement or reasonableness of any forward-looking information contained in this document.

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.

This document has not been prepared as financial or investment advice or to provide any guidance in relation to our future performance. It should be read as a whole, and in conjunction with our periodic reporting and other announcements (including, without limitation, regulatory announcements made in connection with our listings on the London Stock Exchange and Johannesburg Stock Exchange).

Except as required by applicable regulations or by law, Glencore is not under any obligation, and Glencore and its affiliates expressly disclaim any intention, obligation or undertaking, to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. This document shall not, under any circumstances, create any implication that there has been no change in the business or affairs of Glencore since the date of this document or that the information contained herein is correct as at any time subsequent to its date.

Important notice concerning this report including forward-looking statements *continued*

Certain statistical and other information about Glencore included in this document is sourced from publicly available third-party sources. As such it has not been independently verified and presents the view of those third parties but may not necessarily correspond to the views held by Glencore and Glencore expressly disclaims any responsibility for, or liability in respect of, and makes no representation or guarantee in relation to, such information (including, without limitation, as to its accuracy, completeness or whether it is current). Glencore cautions readers against reliance on any of the industry, market or other third-party data or information contained in this report.

Subject to any terms implied by law which cannot be excluded, Glencore accepts no responsibility for any loss, damage, cost or expense (whether direct or indirect) incurred by any person as a result of any error, omission or misrepresentation in information in this report.

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 2022 forms part of Glencore's annual corporate reporting suite. It expands on the information provided in our Annual Report 2022 and details how we address our material sustainability risks and opportunities.

In addition to this report, we also publish annual Climate, Ethics and Compliance and Payments to Governments Reports, as well as a Modern Slavery Statement. In addition, we provide regular updates on our activities via our website and social media platforms.



Further information on our stakeholder engagement activities is available in our 2022 Annual Report (Section 172 Statement on page 61) and on our website