

**Energising today  
Advancing tomorrow**

Contents	Our business at a glance	Performance dashboard	Meeting our targets	Sustainability governance	Material topics for 2024 reporting period	Important information	Contact details
----------	--------------------------	-----------------------	---------------------	---------------------------	---	-----------------------	-----------------

**Energising today, advancing tomorrow:** As the world moves towards a low-carbon economy, we are focused on supporting the energy needs of today whilst investing in our portfolio of transition-enabling commodities.



Explore our 2024 reporting suite at: [glencore.com/publications](https://glencore.com/publications)

Explore our Group Reporting Glossary online at: [glencore.com/publications](https://glencore.com/publications)

Welcome to Glencore's 2024 Sustainability Summary. This document summarises our performance and progress across certain material sustainability-related topics for the year ending December 2024, detailed in our 2024 Sustainability Report and is complemented by our 2024 ESG Data Book and GRI Index.

#### Strategic overview

Our business at a glance	3
Performance dashboard	5
Meeting our targets	6
Sustainability governance	7
Material topics for 2024 reporting period	9
Important notice	15
Contact details	16

Please refer to the end of this document for an important notice concerning this report, including forward-looking statements.

#### Δ Selected ESG information

(ESG) metrics (Selected Information) in this report have been subject to independent limited assurance under the ISAE 3000 (Revised) and ISAE 3410 Standards by Deloitte LLP. The Selected Information is identified by the Δ symbol throughout this report. The scope and limitations of Deloitte LLP's unqualified assurance are set out in their report on pages 65 to 68 of the 2024 Sustainability Report.

As outlined in our **2024 Basis of Reporting**, acquisitions are only included in selected ESG metrics which are subject to independent limited assurance by Deloitte LLP where they have been integrated before 1 July in the reporting year. The Selected Information identified in this report by the Δ symbol therefore excludes Elk Valley Resources (EVR). See also the 2024 Basis of Reporting at [glencore.com/publications](https://glencore.com/publications).

#### \* Selected metrics excluding EVR

In addition to the selected ESG metrics identified by the Δ symbol in this report, information identified by the \* symbol excludes EVR. For the avoidance of doubt, 2023 information does not include EVR as the acquisition was only completed in 2024.

#### \$ US dollars

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

#### Restated data

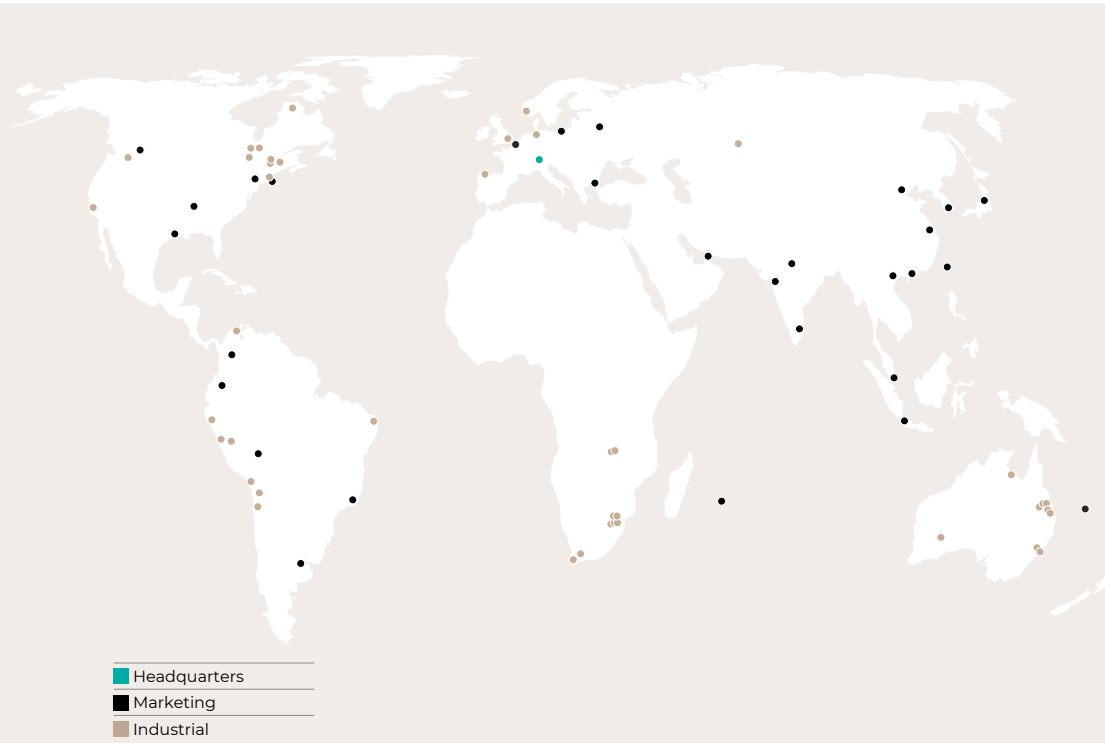
Further information on restatement data is available in our 2024 ESG Data Book and GRI Index.

#### Material topics

This report covers the material sustainability-related topics that are not covered in detail in our other publications. Pages 9-14 list all of our material topics and references sources for further information.

## Our business at a glance

### Our global operations



#### One of the world's largest natural resource companies

**6** continents  
**>30** countries  
**>150k** employees and contractors  
**>50** offices



For more detailed information please go to our website.

### ... delivered through two business segments



#### Industrial activities

Our industrial business spans the metals and energy markets, producing multiple commodities from around 50 industrial assets.



#### Marketing activities

We source, market and distribute over 60 commodities that advance everyday life.

### ... supported by our Values



#### Safety

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



#### Integrity

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



#### Responsibility

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



#### Openness

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



#### Simplicity

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



#### Entrepreneurialism

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

**Our business at a glance** *continued*

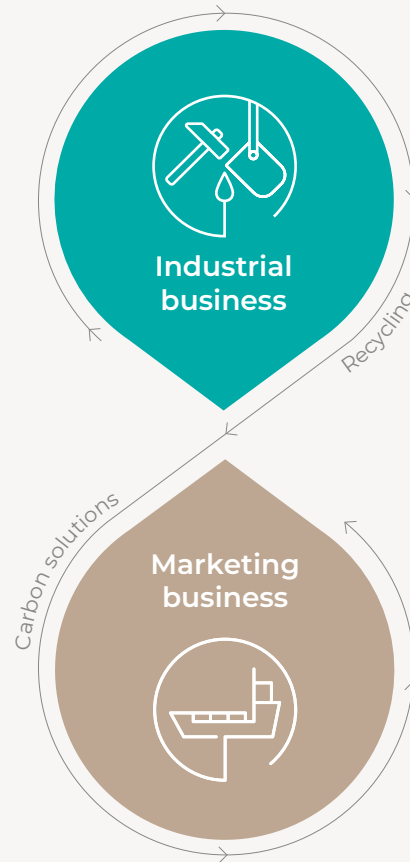
**Our Purpose**

Responsibly sourcing the commodities that advance everyday life

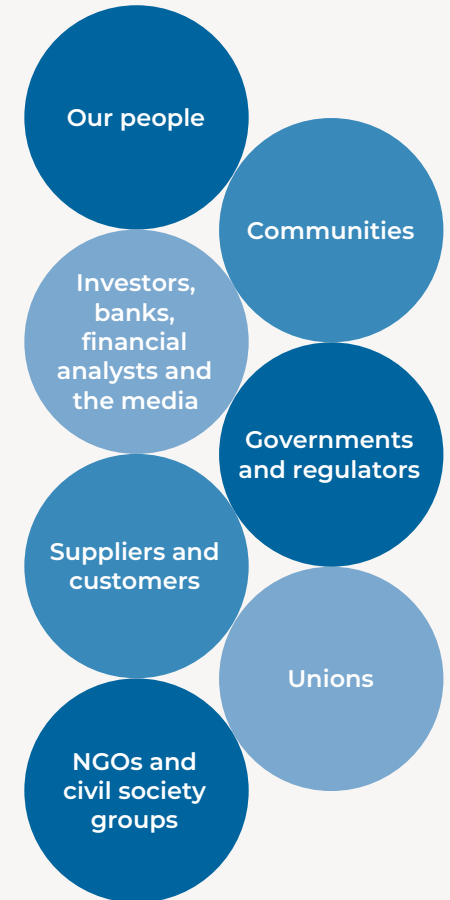
**... influences our strategic priorities**



**... which we deliver through our business model**



**... whilst engaging with our stakeholders and creating value**



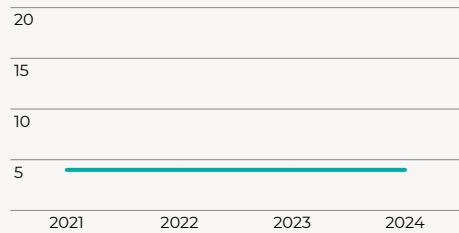
## Performance dashboard

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



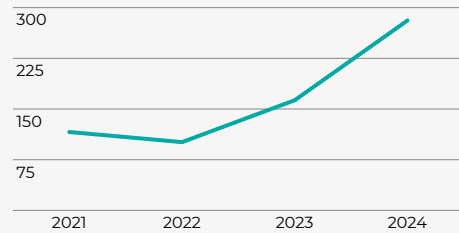
Our business activities seek to support the delivery of relevant United Nations Sustainable Development Goals.

### Work-related fatalities<sup>A</sup> (number)



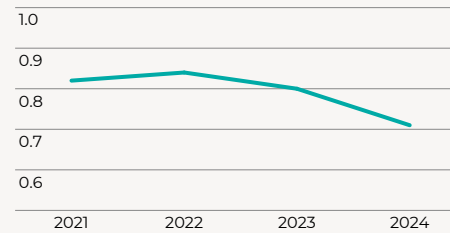
We are saddened to report the loss of four<sup>A</sup> lives at our operations during 2024, having also recorded four work-related fatalities in 2023. All loss of life is unacceptable, and we are determined to eliminate work-related fatalities across our business.

### New occupational disease cases (number - excludes new cases from legacy exposures)



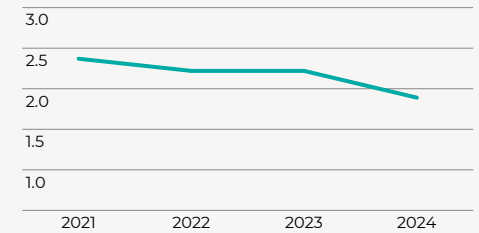
Our number of new cases of occupational diseases increased to 281 cases\* (2023 restated: 163 cases).

### Lost time injury frequency rate (LTIFR)<sup>A</sup> (per million hours worked)



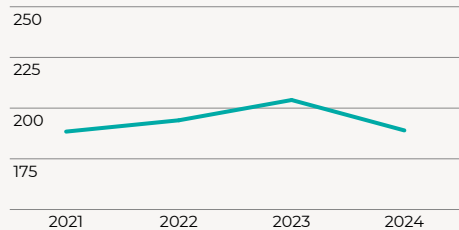
Our LTIFR decreased to 0.71<sup>A</sup> (2023 restated: 0.80).

### Total recordable injury frequency rate (TRIFR)<sup>A</sup> (per million hours worked)



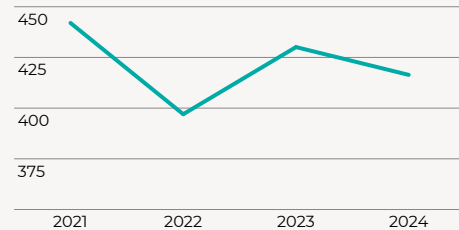
Our TRIFR was lower than 2023 at 1.89<sup>A</sup> (2023 restated: 2.22).

### Total energy<sup>A</sup> (petajoules)



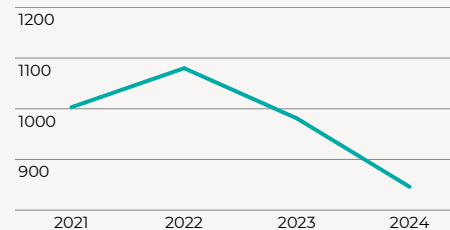
The total energy use by our industrial assets was 189PJ<sup>A</sup> (2023 restated: 204PJ). Renewable energy sources, bundled or unbundled with energy attribute certificates, delivered 4.3%\* of our industrial energy needs (2023 restated: 3.5%).

### Our scope 1, 2 and 3 emissions (mt CO<sub>2</sub>e)



Our scope 1, 2 (market-based) and 3 emissions were 416.4\* million tonnes CO<sub>2</sub>e during 2024 (2023 restated: 430.1 million tonnes CO<sub>2</sub>e).

### Water input<sup>A</sup> (million m<sup>3</sup>)



Our overall water input was 846<sup>A</sup> million m<sup>3</sup> (2023 restated: 981 million m<sup>3</sup>). Our 2023 results were restated to reflect an improvement in our estimation approach at one of our industrial assets.



For further details, see [our 2024 Sustainability Report and 2024 ESG Data Book](#)

## Meeting our targets

Our policy architecture supports our efforts to meet our Group health, safety, environment, social performance and human rights (HSEC&HR) targets.

In 2024, we continued to embed our policy governance documents through a series of workshops and training programmes.

Our industrial assets periodically undertake gap assessments against our HSEC&HR standards. Where gaps are identified, improvement actions are developed and progressively completed.

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

Group HSEC&HR targets	2024 progress*
<b>Risk management and governance</b>	
Implement a proactive risk-based approach to prevent HSEC&HR incidents.	Our Enterprise Risk Management Standard includes our approach to catastrophic risks and the need to identify and monitor critical controls. Our industrial commodity departments annually present their risk registers and material controls to eliminate or mitigate the risks. Risks identified by our industrial assets and departments are reviewed by our Head of Industrial Assets as part of quarterly business reviews. These include a review of the Group Risk Register and the actions taken to manage these risks.
No catastrophic tailings storage facility (TSF) dam failures.	We recorded no catastrophic TSF dam failures.
Conformance with Global Industry Standard for Tailings Management (GISTM), in accordance with our International Council on Mining & Metals (ICMM) commitments.	We updated our GISTM disclosures on TSFs with a 'Very High' and 'Extreme' consequence classification, including providing updates on our progress in the areas for improvement disclosed in 2023. We are working towards meeting the ICMM's 5 August 2025 deadline for GISTM disclosures on TSFs with all other consequence classifications. We will continue to implement the requirements of the GISTM. Further information is available on our website <a href="https://www.glencore.com/sustainability/tailings">glencore.com/sustainability/tailings</a> .
<b>Health</b>	
Year-on-year reduction in the number of new occupational disease cases (excluding new cases from legacy exposures).	We recorded 281 new occupational disease cases (2023 restated: 163 cases). Ongoing improvements in our occupational disease identification, classification and management processes contributed to this increase.
<b>Safety</b>	
No work-related (occupational) fatalities <sup>1</sup> .	It is with deep sadness that we recorded the loss of four <sup>A</sup> lives in work-related incidents at our industrial assets during 2024.
<b>Environment</b>	
In our <a href="#">2024-2026 Climate Action Transition Plan</a> , we outlined our responsible thermal coal decline strategy and holistic scope 1, 2 and 3 industrial emissions reduction targets of 15% by the end of 2026, 25% by the end of 2030 and 50% by the end of 2035 (all against a restated 2019 baseline). We also further reiterated our ambition of achieving net zero industrial emissions by the end of 2050, subject to a supportive policy environment.	We recorded 416.4Mt of scope 1 and 2 market-based emissions, and scope 3 emissions (2019 restated: 546.5Mt). This decrease is largely attributable to the managed decline of coal production in our operationally controlled industrial assets, which results in lower customer use of our sold coal volumes. For further information see the <i>Baseline emissions restatement</i> section in the TCFD section of the <a href="#">2024 Annual Report</a> and our <a href="#">2024 Basis of Reporting</a> . We are currently assessing how best to integrate the EVR assets into our climate transition strategy, recognising that the transition away from steelmaking coal for steel production will be slower than thermal coal. Our performance is presented excluding EVR.
Strengthening the reporting of performance against water targets for all assets located in water-stressed <sup>2</sup> areas.	As of the end of 2024, 37% of the industrial sites that we track for our water targets are in water-stressed areas. We have finalised the assessment of material water-related risks and set local water targets for our industrial assets located in water-stressed areas and we are implementing actions to reduce our impacts and improve performance against these targets. Our water microsite provides further information on our activities in this space, <a href="https://www.glencore.com/sustainability/esg-a-z/water-management">glencore.com/sustainability/esg-a-z/water-management</a> .
No major or catastrophic <sup>1</sup> environmental incidents.	We recorded no major or catastrophic environmental incidents <sup>A</sup> .
<b>Social performance and human rights</b>	
Do not cause or contribute to incidents resulting in severe <sup>3</sup> human rights impacts.	We did not cause or contribute to incidents resulting in severe human rights impacts.

Refer to the 2024 Basis of Reporting for further information on how these metrics are recorded.

We define water-stressed areas as having a high to extremely high or arid and low water-use baseline water stress, as per the World Resources Institute definitions.

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.

## Sustainability governance

The Board's HSEC Committee sets the strategic direction for our sustainability activities and oversees the development and implementation of our HSEC&HR Strategy and programmes and monitors performance. It meets at least four times a year and receives regular updates on how our business is performing across our internally defined, sustainability-related material risk areas.

The Board is also responsible for overseeing the Group's climate strategy and progress against Glencore's climate commitments. Implementation of our climate strategy is led by the management team via our Climate Change Taskforce (CCT). Progress on this topic is a standing item on the Board agenda and is discussed in Board meetings at least twice yearly.



Further information on our governance of climate change is available in our [2024-2026 Climate Transition Action Plan](#).

Responsibility for implementing and monitoring our sustainability activities 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.

Our Group policies support the delivery of our Values and Code of Conduct, which together detail the behaviour and performance expectations for all our offices and industrial assets where we have operational control.



Our HSEC&HR policies are available in different languages and can be accessed via our website at [glencore.com/who-we-are/policies](https://www.glencore.com/who-we-are/policies)

Through our HSEC&HR policies, standards, procedures and guidelines, we aim to establish consistent business practices and standards for our industrial assets. Our industrial assets tailor their implementation of Group standards to reflect local cultures and challenges. These support our commitment to be a responsible and ethical operator.

During 2024, we initiated a cyclical review of our Group HSEC&HR policies, which takes place every three years. The updated policies were approved towards the end of the year. In addition, we rolled out our new Social Contribution Framework and updated strategic water management frameworks.

### Our five-year HSEC&HR Strategy

Our Group HSEC&HR Strategy outlines our goals, priorities and objectives for our industrial assets and, to the extent applicable, the marketing business over the next five years. It aligns to our Purpose and our Values and considers our external stakeholder expectations.

In 2024, we launched our 2024-2028 HSEC&HR Strategy. It incorporates the work undertaken by the business since the previous HSEC&HR Strategy was launched in 2019. It reflects the increasingly integrated nature of our business activities and the cross-functional interaction that takes place for many topics.

Through internal and external key performance indicators (KPIs) and targets, the HSEC&HR Strategy allows us to measure and demonstrate performance.

The HSEC&HR Strategy acknowledges that our industrial assets are at various stages of maturity, and that their priorities need to reflect their risk profiles. Each of our industrial commodity departments is required to develop and document their own HSEC&HR Strategy with associated annual plans that align with the requirements and expectations set out in the Group HSEC&HR Strategy.

In 2023, as part of the work to develop the 2024-2028 HSEC&HR Strategy, we took a long-term view that is designed to anticipate the changes that may occur over the next five years. Going forward, our annual reviews of the HSEC&HR Strategy will consider changes to the external and internal factors affecting our business, such as geopolitical events and changes in trends, perceptions and expectations.

Each year, we review the HSEC&HR Strategy for material updates to consider whether it continues to fulfil the needs of our business and our stakeholders. The 2024 review involved an internal, three-day workshop involving our corporate and commodity department HSEC&HR senior managers.

The objectives of the workshop were to:

- review the updated 2024-2028 HSEC&HR Strategy and targets and confirm the material changes;
- provide clarity on expectations for corporate initiatives; and
- identify potential solutions for barriers to delivering the strategy.

The workshop considered various internal and external inputs, including our material topics, the Group's HSEC&HR performance and incidents, mergers and acquisitions (M&A) activity within the Group, our principal risks and uncertainties, government regulations, industry reporting obligations, relevant benchmarks, and new and emerging legislation.

Overall, the workshop found that the HSEC&HR Strategy remains fit-for-purpose, with minimal changes needed to achieve its longer-term goals.

## Risk management and assurance

Our management of HSEC&HR-related risks aligns with Glencore's general approach to the identification, assessment and mitigation of risk. Our industrial assets use our Enterprise Risk Management Framework to identify and assess hazards, including those with potentially major or catastrophic consequences, and to develop plans to address and eliminate, or mitigate, the related risks. For each of the identified catastrophic hazards we have implemented a standardised approach to identifying and understanding their causes and controls, including critical control verifications.

## Sustainability governance *continued*

Group Internal Audit and Assurance (GIAA) provides independent and objective assurance to help strengthen governance and controls. The Board's Audit Committee reviews and approves the risk-based GIAA audit plan and the HSEC Committee reviews and endorses relevant components of the plan.

For HSEC&HR related risks, GIAA provides assurance over a broad range of sustainability topics as well as the systematic management of our catastrophic hazards and their controls. Internal and external senior subject matter experts participate in this assurance programme.

Multi-disciplinary assessments allow us to audit complex issues from a range of viewpoints for a more robust appraisal. We use these assessments to review diverse operations and activities with different risk factors, such as TSFs, underground operations, open pit mines and metal processing plants.

The Board's HSEC Committee reviews the results of these audits, together with their key findings, and the corrective actions agreed to by the industrial assets to strengthen their management of the identified risks.

### Addressing the ICMM's Performance Expectations

We have been a member of the ICMM since 2014.

In 2003, ICMM published its 10 Principles for Sustainable Development to set a standard of ethical performance for its members. The 10 Principles are supported by nine 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 10 Principles.

ICMM's Performance Expectations<sup>1</sup>, which apply at a corporate or industrial asset level, or both, 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 internal policy governance documents. We regularly assess these documents as part of our efforts to ensure they remain fit for purpose. While our Group policies and standards generally align with the requirements of the ICMM's Performance Expectations, they are more prescriptive and cover more requirements.

At least every three years, we require our industrial assets to complete self-assessments against our own internal standards, which are mapped to the ICMM's Performance Expectations. 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 which was determined by certain prioritisation criteria that were developed by an external consultant.

The consolidated results of our industrial assets' self-assessments against ICMM's Performance Expectations are shown opposite. Where our industrial assets have assessed requirements as partially met, improvement actions have been identified and are being progressively implemented.

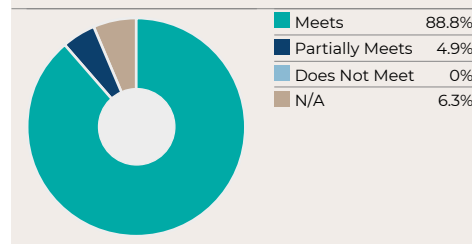
Further information on the results of our industrial assets' self-assessments against ICMM's Performance Expectations, the results of our corporate self-assessment and the ICMM rating scale is available under the ICMM PE Cover Note tab in our **2024 ESG Data Book**, at [glencore.com/publications](https://www.glencore.com/publications).

Our prioritisation criteria identify which of our industrial assets undergo third-party validation over a three-year cycle (current cycle: 2023-2025). During 2024, Cerrejón (thermal coal, Colombia), Horne (copper, Canada), Kazzinc (zinc, Kazakhstan), McArthur River Mine (zinc, Australia), Murrin Murrin (nickel, Australia), Nordenham (zinc, Germany), Rolleston (thermal coal, Australia), Tweefontein (thermal coal, South Africa) and Ulan (thermal coal, Australia) underwent third-party validation. In addition, EVR's industrial sites, Greenhills (steelmaking coal,

Canada) and Line Creek (steelmaking coal, Canada) underwent third-party validation.

Further information on the prioritisation criteria, the self-assessment process and the third-party validation results is available in our **2024 ESG Data Book**.

#### Consolidated industrial assets' level\* of self-assessments<sup>2</sup>



2. The consolidated results of our industrial assets' self-assessments against ICMM's Performance Expectations exclude Volcan following completion of the disposal of our investment in that industrial asset in May 2024. The consolidated results further exclude EVR given its industrial sites started their self-assessments against the newest version of the ICMM Performance Expectations prior to the completion of their acquisition by Glencore. More information on their self-assessments is available under the *ICMM SERF* tab in our 2024 ESG Data Book, at [glencore.com/publications](https://www.glencore.com/publications).

1. ICMM's Validation Guidance - Performance Expectations (Feb 2020), which has 38 requirements. The ICMM's Performance Expectations have since been updated with the current version containing 39 requirements. We were planning on transitioning to this version in 2024, following the three-yearly review cycle of our internal standards, however, we decided to postpone this transition given ICMM's participation in and progress of the Consolidated Mining Standard Initiative. We intend to transition to the new version later in 2025.


## Material topics for 2024 reporting period



### Catastrophic hazards management (including TSF management)

**Goal:** To manage our TSFs safely, responsibly and sustainably.

**Overview:** We define catastrophic events as those with severe consequences that could cause widespread loss of life, or significant environmental harm, or result in major reputational or financial damage. We are committed to eliminating catastrophic incidents at our industrial assets.

**SDGs:** 

**Risks:** Impact on people and the environment, TSF failure

**Opportunities:** Community engagement, building trust through transparency



**Further information:** [2024 Sustainability Report pages 22-26](#), and our [TSF microsite](#). Information on our catastrophic hazards management is also available on our website.



### Workforce safety

**Goal:** To protect our workforce by creating workplaces free from work-related fatalities and injuries.

**Overview:** Any loss of life in the workplace is unacceptable and we believe that injuries are preventable. We recognise that we are all responsible for providing and maintaining a safe workplace. Our business inherently exposes some of our workers to safety risks. Safety, as one of Glencore's Values, drives how we do business, and the safety of our workforce always comes first.

**SDGs:**  

**Risks:** Work-related fatalities, injuries, contractor management

**Opportunities:** Healthy workforce, injury-free workplace



**Further information:** [2024 Sustainability Report pages 27-30](#) and our [2024 ESG Data Book](#). Information on our approach to safety is also available on our website.



### Occupational health

**Goal:** To protect our workforce and host communities' health and promote wellbeing.

**Overview:** We are committed to protecting the health and wellbeing of our workforce and the residents of our host communities. We do this by creating healthy workplaces and identifying and managing potential health risks, impacts and opportunities. We strive to manage health hazards exposure at source.

**SDGs:**  

**Risks:** Occupational disease, impact of emissions

**Opportunities:** Improved worker wellbeing

**Further information:** [2024 Sustainability Report pages 31-33](#) and our [2024 ESG Data Book](#). Information on our approach to health is also available on our website.

Material topics for 2024 reporting period *continued*



**Water**

**Goal:** To 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.

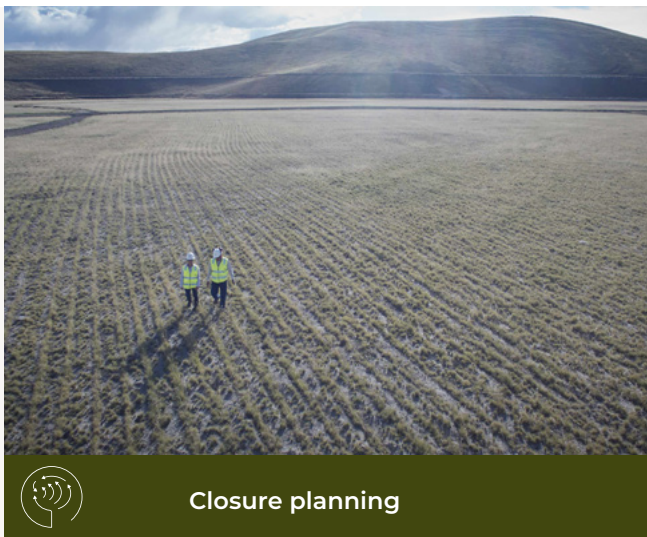
**Overview:** We recognise that water is an increasingly precious resource and that it is essential for many of our industrial activities. Regardless of their location, we require our industrial assets to undertake detailed assessments of their local environmental conditions during their operation and as part of operational changes in their lifecycle, to develop water management strategies to maximise the efficient and sustainable use of this important natural resource.



**Risks:** Access to water, pollution

**Opportunities:** Stakeholder engagement

**Further information:** [2024 Sustainability Report pages 34-37](#), our [2024 ESG Data Book](#) and our [water microsite](#). Information on our approach to water is also available on our website.



**Closure planning**

**Goal:** To integrate closure planning throughout the life of our industrial assets to achieve safe and stable landforms and sustainable outcomes that considers our Just Transition Principles.

**Overview:** Our industrial activities are finite. We recognise that we are temporary custodians of the land on which we operate, and we are committed to responsible land ownership and meeting an agreed set of objectives and criteria relating to post-closure land use that are agreed with relevant authorities following consultation with a broad range of stakeholders. We believe this is possible by integrating closure planning throughout the life of an industrial asset, with the ultimate aim of achieving safe and stable landforms and sustainable outcomes that consider our Just Transition Principles.



**Risks:** Impact on ecosystems

**Opportunities:** Restoration, rehabilitation

**Further information:** [2024 Sustainability Report pages 38-42](#) and our [2024 ESG Data Book](#). Information on our approach to land stewardship is also available on our website.



**Nature**

**Goal:** To responsibly minimise and mitigate our impacts on nature and seek opportunities to achieve no net loss of biodiversity and protect and restore ecosystems where we operate.

**Overview:** Our industrial activities have the potential to impact surrounding ecosystems by direct operations during the industrial asset's life cycle. We review nature-related dependencies, impacts, risks and opportunities and integrate them into our planning, operating and business decisions. We address material risks and impacts to biodiversity and ecosystem services by implementing the mitigation hierarchy to seek achievement of no net loss of biodiversity. We support species' preservation and biodiversity conservation through partnerships, research, and integrated land use planning and management practices.



**Risks:** Impact on biodiversity

**Opportunities:** Positively contributing to biodiversity

**Further information:** [2024 Sustainability Report pages 43-48](#) and our [2024 ESG Data Book](#). Information on our approach to biodiversity is also available on our website.


**Material topics for 2024 reporting period** *continued*



**Climate change**

**Goal:** To support the transition by supplying the metals needed for the energy system of tomorrow, while continuing to responsibly serve the energy needs of today.

**Overview:** We support the global climate change goals outlined in the United Nations Framework Convention on Climate Change (UNFCCC) and the Paris Agreement to limit the rise in global temperature to well below 2°C by the second half of this century. As one of the world’s largest diversified natural resource companies, we have a key role to play in the global transition to a low-carbon economy.

**SDGs:** 

**Risks:** Carbon taxes, reduced use of thermal coal, negative stakeholder perceptions due to sector’s contribution to climate change, impact of extreme weather events.

**Opportunities:** Supporting the global transition through the production, processing and marketing of transition-enabling commodities.

**Further information:** [2024-2026 Climate Transition Action Plan](#) and the TCFD section of our [2024 Annual Report](#). Information on our approach to climate change is also available on our website.



**Human rights**

**Goal:** To respect the dignity and human rights of our workforce, business partners and the societies in which we live and work.

**Overview:** We recognise we have the potential to impact human rights directly through our operations and through relationships with our business partners. We are committed to respecting human rights and actively supporting our employees, business partners and others to understand and meet this commitment.

**SDGs:** 

**Risks:** Impacting human rights through our activities

**Opportunities:** Making a positive contribution to the advancement of human rights in our operating jurisdictions.

**Further information:** [2024 Sustainability Report pages 49-53](#) and our [2024 ESG Data Book](#). Information on our approach towards human rights is also available on our website.



**Indigenous Peoples**

**Goal:** To respect the rights, interests, perspectives and aspirations of Indigenous Peoples and acknowledge their right to maintain their culture, identity, traditions and customs.

**Overview:** Some of our industrial assets are located on or near the traditional territories of Indigenous Peoples. We adopt and apply engagement and consultation processes that seek to ensure the meaningful participation of Indigenous communities in decision-making that is consistent with their traditional decision-making protocols and governance processes. We seek, through good faith negotiation, to reach mutually beneficial agreements with Indigenous Peoples who have an interest in or connection to the land on which we operate.

**SDGs:** 

**Risks:** Impact on sacred and cultural sites and traditions

**Opportunities:** Strengthening our approach through learning from local traditional knowledge

**Further information:** [2024 Sustainability Report pages 54-58](#) and our [2024 ESG Data Book](#). Information on our approach towards Indigenous Peoples is also available on our website.

Material topics for 2024 reporting period *continued*



Social performance

**Goal:** To minimise adverse impacts from our activities and support sustainable development and growth.

**Overview:** Our activities can make a significant contribution to the national, regional and local economies through the production and marketing of commodities that help provide the basic building blocks for development. Through meaningful stakeholder engagement and integration of social performance into our core business, we support the advancement of the mutual interests of our host communities, broader society, and our industrial assets.

**SDGs:**

**Risks:** Adverse social impacts

**Opportunities:** Support socio-economic development, increase community resilience

**Further information:** [2024 Sustainability Report pages 59-62](#), our [2024 ESG Data Book](#) and our [2024 Payments to Governments Report](#), which will be published on our website in June 2025. Information on our approach towards social performance is also available on our website.



Diversity, equity and inclusion

**Goal:** To be recognised as a top employer in our operating regions and to foster an environment that supports and encourages different backgrounds, culture and beliefs.

**Overview:** Building an inclusive culture supports our efforts to drive the growth of our business and attract, develop and retain top talent. We are committed to creating an environment that embraces diverse perspectives where performance expectations are high and barriers to progression are removed. This strengthens our ability to achieve our strategic priorities.

**SDGs:**

**Risks:** Recruitment difficulties

**Opportunities:** Employer of choice, attracting and retaining the best talent

A supported and engaged workforce

**Further information:** [2024 Annual Report](#) pages 55-58



Ethics and compliance

**Goal:** To act ethically and responsibly across our business.

**Overview:** We are committed to operating responsibly and ethically and understand that we can only be a partner of choice by upholding this commitment.

**SDGs:**

**Risks:** Unacceptable business practices, loss of reputation

**Opportunities:** Building trust, enhancing our reputation

**Further information:** [2024 Ethics and Compliance Report](#) and our [Transparency web page](#)

Material topics for 2024 reporting period *continued*



**Transparency**

**Goal:** To be honest and straightforward when we communicate. To push ourselves to improve by sharing information and encouraging dialogue and feedback.

**Overview:** Being transparent and open strengthens our relationships with stakeholders, such as our workforce, community members, government representatives and regulators. Through regular disclosures on our activities, performance and intentions we can manage expectations, build trust and deliver our strategic priorities.

**SDGs:** 

**Risks:** A lack of understanding about our business practices

**Opportunities:** Building trust, enhancing our reputation

**Further information:** [Group publications and communications](#)



**Responsible sourcing**

**Goal:** To take into account social, ethical and environmental considerations with regard to our products and supply chains and when managing our relationships with suppliers.

**Overview:** Our Responsible Sourcing Programme considers the sourcing of metals and minerals and procurement of goods and services. Our approach includes supply chain due diligence selection, on-boarding and monitoring of suppliers, through to corrective actions and disengagement.

**SDGs:**  

**Risks:** Child and forced labour and environmental impacts in our supply chains

**Opportunities:** Promoting responsible business practices

**Further information:** [2024 Modern Slavery Statement](#), which will be published on our website at the end of May 2025, and our [2024 ESG Data Book](#).



**Just transition**

**Goal:** To participate in an equitable and inclusive process to navigate and address the social and economic risks and opportunities faced by a range of stakeholders that will emerge due to the global transition to a low-carbon future.

**Overview:** A just and orderly transition is a global, regional and country specific challenge which we cannot solve alone. In our approach we seek to work together with governments, other businesses, communities and other stakeholders to mitigate impacts and accelerate the social benefit potential that the energy transition facilitates.

**SDGs:**       
  

**Risks:** Socio-economic inequality

**Opportunities:** Employment, stakeholder relations

**Further information:** [2024-2026 Climate Action Transition Plan](#) and page 41 of the [2024 Annual Report](#).

Material topics for 2024 reporting period *continued*

Further information on our material topics

2024 material topic	Public disclosures								
	Annual Report	Sustainability Report	Modern Slavery Statement	Payments to Governments Report	2024-2026 CATP	Ethics and Compliance Report	Voluntary Principles Report	Water Microsite	TSF Microsite
Climate change	●	○	○	○	●	○	○	○	○
Water	○	●	○	○	○	○	○	●	○
Land management	○	●	○	○	○	○	○	○	○
Biodiversity	○	●	○	○	○	○	○	○	○
Diversity, equity and inclusion	●	○	○	○	○	○	○	○	○
Social performance	○	●	●	○	○	○	○	○	○
Catastrophic hazards (incl. tailings dam management)	○	●	○	○	○	○	○	○	●
Occupational health	○	●	○	○	○	○	○	○	○
Workforce safety	○	●	○	○	○	○	○	○	○
Ethics and compliance	●	○	○	●	○	●	○	○	○
Transparency	●	●	●	●	●	●	●	●	●
Responsible sourcing	○	○	●	○	○	○	○	○	○
Human rights	○	●	●	○	○	○	●	○	○
Indigenous Peoples	○	●	○	○	○	○	●	○	○
Just transition (emerging topic)	○	○	○	○	○	○	○	○	○

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

Read more on these topics here:



Catastrophic hazards: [glencore.com/sustainability/esg-a-z/catastrophic-hazard-management](https://www.glencore.com/sustainability/esg-a-z/catastrophic-hazard-management)

Workforce safety: [glencore.com/sustainability/esg-a-z/safety](https://www.glencore.com/sustainability/esg-a-z/safety)

Ethics and compliance: [glencore.com/sustainability/ethics-and-compliance](https://www.glencore.com/sustainability/ethics-and-compliance)

Transparency: [glencore.com/who-we-are/transparency](https://www.glencore.com/who-we-are/transparency)

Climate change: [glencore.com/sustainability/esg-a-z/climate-change](https://www.glencore.com/sustainability/esg-a-z/climate-change)

Water: [glencore.com/sustainability/esg-a-z/water-management](https://www.glencore.com/sustainability/esg-a-z/water-management)

Closure planning: [glencore.com/sustainability/esg-a-z/land-management](https://www.glencore.com/sustainability/esg-a-z/land-management)

Nature: [glencore.com/sustainability/esg-a-z/land-management#biodiversity](https://www.glencore.com/sustainability/esg-a-z/land-management#biodiversity)

Diversity: [glencore.com/sustainability/esg-a-z/our-people#diversity](https://www.glencore.com/sustainability/esg-a-z/our-people#diversity)

Responsible sourcing: [glencore.com/sustainability/responsible-sourcing](https://www.glencore.com/sustainability/responsible-sourcing)

Human rights: [glencore.com/sustainability/esg-a-z/human-rights](https://www.glencore.com/sustainability/esg-a-z/human-rights)

Indigenous Peoples: [glencore.com/sustainability/esg-a-z/communities#Indigenous](https://www.glencore.com/sustainability/esg-a-z/communities#Indigenous)

Occupational health: [glencore.com/sustainability/esg-a-z/health](https://www.glencore.com/sustainability/esg-a-z/health)

## Important notice

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 does not purport to contain all of the information you may wish to consider.

### Cautionary statement regarding forward-looking information

Certain descriptions in this document are 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; expectations regarding financial performance, results of operations and cash flows, climate scenarios; sustainability (including, without limitation, environmental, social and governance) performance-related goals, ambitions, targets, intentions and aspirations; approval of certain projects and consummation and impacts 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 judgments, 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 events, 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/or 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 may impact risks and uncertainties include, without limitation: the ability to produce and transport products profitably; demand for our products and commodity prices; development, efficacy and adoption of new or competing technologies; changing or divergent preferences and expectations of our stakeholders; events giving rise to adverse reputational impacts; changes to the assumptions regarding the recoverable value of our tangible and intangible assets; inadequate estimates of resources and reserves; 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; timing, quantum and nature of certain acquisitions and divestments; delays, overruns or other unexpected developments in connection with significant projects; the ability to successfully manage the planning and execution of closure, reclamation and rehabilitation of industrial sites; health, safety, environmental or social performance incidents; labour shortages or workforce disruptions; natural catastrophes or adverse geological conditions, including, without limitation, the physical risks associated with climate change; effects of global pandemics and outbreaks of infectious disease; 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 laws or regulations or changes in the decarbonisation policies and plans of other countries; breaches of Glencore's policy framework, applicable laws or regulations; the availability of sufficient credit and management of liquidity and counterparty risks; changes in economic and financial market conditions generally or in various countries or regions; political or geopolitical uncertainty; and wars, political or civil unrest, acts of terrorism, cyber attacks or sabotage.

Readers, including, without limitation, investors and prospective investors, should review and consider 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 particularly difficult to determine all potential risks and opportunities and disclose these and any potential impacts with precision. 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 or that 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 document discusses in certain instances and the inherent uncertainty in possible policy, market and technological developments in the future.

No statement in this document is intended as any kind of forecast (including, without limitation, a profit forecast or a profit estimate), guarantee or prediction of future events or performance and past performance cannot be relied on as a guide to future performance.

Except as required by applicable rules or laws or regulations, 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.

### Cautionary statement regarding climate strategy

Glencore operates in a dynamic and uncertain market and external environment. Plans and strategies can and must adapt in response to dynamic market conditions, changing preferences of our stakeholders, joint venture decisions, changing weather and climate patterns, new opportunities that might arise or other changing circumstances. Investors should assume that our climate strategy will evolve and be updated as time passes. Additionally, a number of aspects of our strategy involve developments or workstreams that are complex and may be delayed, more costly than anticipated or unsuccessful for many reasons, including, without limitation, reasons that are outside of Glencore's control. Our strategy will also necessarily be impacted by changes in our business.

Due to the inherent uncertainty and limitations in measuring greenhouse gas (GHG) emissions and operational energy consumption under the calculation methodologies used in the preparation of such data, all CO<sub>2</sub>e emissions and operational energy consumption data or volume references (including, without limitation, ratios and/or percentages) in this document are estimates. GHG emissions calculation and reporting methodologies may change or be progressively refined over time resulting in the need to restate previously reported data. There may also be differences in the manner that third parties calculate or report such data compared to Glencore, which means that third-party data may not be comparable to Glencore's data. For information on how we calculate our emissions and operational energy consumption data, see our latest Basis of Reporting, which is available on our website.

### Sources

Certain statistical and other information included in this document is sourced from publicly available third-party

sources. This information has not been independently verified and presents the view of those third parties, and 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 document.

### Information preparation

In preparing this document, Glencore has made certain estimates and assumptions that may affect the information presented. Certain information is derived from management accounts, is unaudited and based on information Glencore has available to it at the time. Figures throughout this document are subject to rounding adjustments. The information presented is subject to change at any time without notice and we do not intend to update this information except as required.

This document contains alternative performance measures which reflect how Glencore's management assesses the performance of the Group, including results that exclude certain items included in our reported results. These alternative performance measures should be considered in addition to, and not as a substitute for, or as superior to, measures of financial performance or position reported in accordance with IFRS. Such measures may not be uniformly defined by all companies, including those in Glencore's industry. Accordingly, the alternative performance measures presented may not be comparable with similarly titled measures disclosed by other companies. Further information can be found in our reporting suite available at [glencore.com/publications](http://glencore.com/publications).

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 document.

### Other information

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.

## Contact details

Glencore plc  
Baarer mattstrasse 3  
6340 Baar  
Switzerland

Tel: +41 41 709 2000  
E-mail: [info@glencore.com](mailto:info@glencore.com)

[glencore.com](https://www.glencore.com)

### Our sustainability communications

Our [2024 Sustainability Report](#) forms part of Glencore's annual corporate reporting suite. It expands on the information provided in our [2024 Annual Report](#) and details how we address our material sustainability risks and opportunities.

In addition to our [2024 Sustainability Report](#), publications such as our [2024-2026 Climate Action Transition Plan](#) and our annual corporate reporting suite reflect our commitment to transparent disclosure across a broad range of topics. Our 2024 annual reporting suite includes our:

[Annual Report](#)  
[Modern Slavery Statement](#)  
[Ethics and Compliance Report](#)  
[Payments to Governments Report](#)  
[Voluntary Principles on Security and Human Rights Report](#)

We also provide regular updates on our activities via our website and social media platforms.



Further information on our stakeholder engagement activities is available in our [2024 Annual Report](#) (Section 172 Statement and stakeholder engagement on pages 21-23) and on our website [glencore.com](https://www.glencore.com)