



Energising today  
Advancing tomorrow

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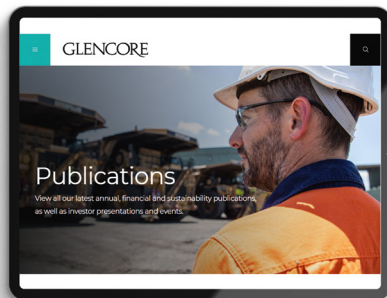
## Welcome to Glencore's 2025 Voluntary Principles on Security and Human Rights Report.

In March 2015, Glencore became a member of the Initiative of the Voluntary Principles on Security and Human Rights (VPSHRs). We support, implement and promote the VPSHRs. We train our security employees and private security contractors on the VPSHRs and are clear about our expectations when engaging with public security bodies.

This report covers the actions Glencore has taken to implement the VPSHRs during 2025 at our industrial assets. It excludes activities undertaken by our marketing offices.

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Explore our Group Reporting Glossary online at: [glencore.com/group-reporting-glossary-2025](https://glencore.com/group-reporting-glossary-2025)

# Implementing the Voluntary Principles on Security and Human Rights

## Public statement of commitment

Our Board Health, Safety, Environment and Communities (HSEC) Committee sets the strategic direction for our sustainability activities and oversees the development and implementation of our strategic health, safety, environment, social performance and human rights (HSEC&HR) programmes.

Its members are John Wallington (Chair), Cynthia Carroll and Kalidas Madhavpeddi. All three members are Non-Executive Directors with extensive operational experience. Their knowledge and understanding, acquired through operational roles, equips them to oversee the embedding of HSEC&HR principles, including those relevant to the implementation of the VPSHRs, into our corporate culture, policy and strategy.

Our Chairman and CEO reference our membership of the VPSHRs, when appropriate, in their engagement activities with both our external stakeholders and our workforce.

## Commitment to respecting human rights

We respect the dignity and human rights of our workforce, our host communities and others who may be affected by our activities.

We seek to avoid causing or contributing to adverse human rights impacts and make a positive contribution to the advancement of human rights of all people, including vulnerable groups.

We are committed to working alongside neighbouring communities and affected and interested stakeholders to protect the safety and security of our workforce and the communities that interact with our industrial assets. We seek to do this in a manner that respects human rights and aligns with our Values and commitment to operating responsibly and ethically.

Our approach is based on deepening our understanding of human rights, building capacity and promoting stakeholder dialogue. We aim to build strong and trusting relationships in the societies where we operate and pay special attention to the rights of vulnerable groups that may be impacted by our operations.

Respect for human rights is enshrined in our **Code of Conduct**, which reflects our Values and our Purpose and sets out our expectations on how to do business safely, responsibly, ethically and legally. It references our commitment to the VPSHRs, and we also endorse the VPSHRs within our **Human Rights Policy** and through our internal Human Rights and Security Standards.

We commit to respecting human rights in line with the UN Universal Declaration of Human Rights, International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work, the ILO Forced Labour Protocol, the UN Guiding Principles on Business and Human Rights (the UNGPs) and the UN Global Compact.

Our **Human Rights Policy** also aligns with the International Council on Mining & Metals (ICMM) Mining Principles and UN Sustainable Development Goals (SDGs).

While some of our operating jurisdictions have a higher potential risk of security-related human rights breaches, we are committed to upholding international standards and take measures to prevent or mitigate this risk at all our industrial assets.



## Implementing the Voluntary Principles on Security and Human Rights *continued*



### Engagement in the Voluntary Principles Initiative

Our participation in the annual Voluntary Principles Initiative (VPI) Plenary, the corporate pillar and in-country working groups, as well as the preparation of this report, are aligned with the requirements set out in the VPI's Governance Rules.

We are committed to providing timely responses to reasonable requests for information from other participants of the VPI to facilitate greater understanding of issues related to the implementation of the VPSHRs.

In March 2025, we participated in the Annual Plenary Meeting of the Voluntary Principles in London, which was an opportunity to build our knowledge, strengthen networks and discuss implementation of the VPSHRs within high-risk contexts in a multi-stakeholder space. Glencore participated in the workshop on "Invigorating the VPSHRs in Peru" held in collaboration with Guaman Poma during the 2025 Voluntary Principles Plenary week.

Throughout the year, we continued to take part in the corporate pillar calls, which enable us to input into the activities of the VPI. We also provided feedback on the proposed amendments to the VPI's governance framework.

We participated in the VPI's LATAM working group, established in 2025 to provide a platform for knowledge-sharing and the discussion of security-related issues in Latin America.

Our local teams participate in the in-country working groups active in Peru, the Democratic Republic of the Congo (DRC) and Chile.

In Peru, we are active in both national and regional VPI working groups and welcome the opportunity they afford to engage with local civil society organisations and academia.

Our industrial asset, Antapaccay, participates in the human rights working group of the Peruvian national mining association, the Sociedad Nacional de Minería Petróleo Y Energía. This working group has conducted training and shares case studies contributed by members related to human rights and has also addressed topics related to the VPSHRs.

We are a member of the DRC working group of the VPI, which is convened by the US Embassy and includes representatives from other embassies, the private sector, civil society and government. In 2025, it supported the government to develop a National Action Plan to implement the VPSHRs in the DRC.

Beyond the VPSHRs in-country working groups, we participate in multi-stakeholder initiatives to address security-related challenges.

Since 2022, we have been an observer of the International Code of Conduct Association for Private Security Service Providers' Association (ICoCA), with this role formalised in early 2023. During 2025, we participated in ICoCA's established Client Working Group and the Annual General Assembly – Observers meeting.

### Transparency

We refer to our membership of the VPI and implementation of the VPSHRs in our **Annual** and **Sustainability Reports**. We make our annual **VPSHRs report** publicly available on our website at [glencore.com/publications](https://www.glencore.com/publications).

## Implementing the Voluntary Principles on Security and Human Rights *continued*

### Policies, procedures and related activities

#### Our HSEC&HR strategy

Security is one of the nine pillars in our five-year Group HSEC&HR strategy, reinforcing our commitment to the VPSHRs and the importance of effective security management for our business and our stakeholders. It aligns with our Purpose and Values and incorporates our stakeholders' expectations.

The strategy defines our level of ambition and risk appetite through goals, priorities and objectives from 2024 to 2028. Through internal and external key indicators and targets, it allows us to measure and demonstrate performance.

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

As part of our strategy, we are focusing on improving the way we identify, assess and manage security-related risks, by:

- conducting context-based security risk assessments;
- strengthening dialogue and collaboration with security-related stakeholders and local communities;
- improving incident investigation and reporting, including implementing a consistent approach to security incident investigations; and
- continuing to align our security approach with the VPSHRs.

#### Policy framework

Our policy architecture supports our governance for overseeing the achievement of our Group HSEC&HR targets, which include a target to not cause or contribute to any incidents resulting in severe<sup>1</sup> human rights impacts. We report our performance against this target in our **Sustainability Report**.

The development of our current Group policy architecture and its underlying policies, standards, procedures and guidelines considered the commitments we are required to meet through our membership and support for external organisations. These include the VPSHRs, the UN Global Compact, ILO's Declaration on Fundamental Principles and Rights at Work, the UNGPs and the ICMM's Performance Expectations and Position Statements.

Our **Human Rights Policy** was peer-reviewed by leading international human rights practitioners, academics and community members prior to its adoption. The policy applies to all employees, directors and officers, as well as contractors under Glencore's direct supervision, working for a Glencore office or industrial asset directly or indirectly controlled or operated by Glencore plc worldwide.

The policy requires our industrial assets to conduct human rights due diligence to identify, prevent and mitigate human rights risks and impacts across our industrial activities.

We disseminate our Values, **Code of Conduct**, policies, standards, procedures and guidelines to our industrial assets, and, where relevant, aspects are included in induction training with annual refreshers for employees as required. Training on these topics reflects local and job function needs. Our industrial asset-based management teams may additionally run site-specific training programmes that reflect local priorities and cultures.



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

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 abuse of human rights.

## Implementing the Voluntary Principles on Security and Human Rights *continued*

### Internal standards and procedures

Our Security Standard, which was rolled out Group-wide in 2021 and further strengthened in 2023, requires all industrial assets to implement the VPSHRs. The standard follows a risk-based approach under which industrial assets can assess their internal and external security context to identify security-related threats, risks and potential impacts. Based on this assessment, our industrial assets are required to develop, implement and monitor security management plans (see more in *Assessing security impact, risks, and opportunities* section).

Our internal audit programme assesses the adequacy and effectiveness of our industrial assets' security management plans for a rolling sample of high- and medium-risk industrial assets (see *Reviewing our performance* section).

We developed the Security Standard to align with the requirements of our **Human Rights** and **Social Performance Policies** and to meet our internal and external commitments. The standard was developed in consultation with Glencore functional specialists and external experts and is designed to align Glencore's approach with leading practice. It recognises that, from a security perspective, our area of influence may be impacted by our private security activities, as well as those undertaken by public security bodies.

Our HSEC&HR Incident Management Procedure requires our industrial assets to review high-potential risk incidents relating to security to identify causes and improve controls and management systems (see *Security-related incidents* section). These findings and the lessons learnt are shared across the Group.

Based on the outcomes of due diligence and supplier screening processes, suppliers are trained on Glencore's commitment to human rights and the VPSHRs, as required by our **Responsible Sourcing Policy** and Standard.

Our **Responsible Sourcing Policy** and Standard, along with our Group Security Standard, make explicit our specific requirements for appropriate due diligence on private security providers and adherence to the VPSHRs (see *Assessing security impact, risks and opportunities* section).

### Strengthening internal knowledge

We maintain internal dialogue on security and human rights through regional security learning forums to promote consistency of practice and cross functional engagement.

During 2025, we convened regional security learning forums for Africa, Latin America, Australia, and Canada. The forums involve cross-commodity participation from security managers and employees with security-related responsibilities. They provide capacity building and advisory technical support on the implementation of our strategy's security pillar, strengthen the internal security network and support regional collaboration to address key challenges in the areas we are operating.

In 2025, our internal security working group developed and promoted key guidance materials for evaluating and managing security incidents, covering their assessment, investigation, implementation of lessons learnt, and reporting. This included tailored support tools and training for security specific risk assessment and security risk scenario trigger-action-response-planning (TARP).

In 2026, we intend to continue strengthening the guidelines that support our industrial assets in assessing incident consequences.

Our Group Social Performance and Human Rights team supports consistent implementation of the VPSHRs across our industrial assets through the provision of guidance materials and operational support.

### Reviewing our performance

Our industrial assets' implementation of the security aspects of the HSEC&HR strategy is reviewed during quarterly meetings. These meetings allow us to monitor performance and tailor the support required to address any identified gaps in managing risks and threats, incident management and security-related engagement.

Our approach to assurance is designed to be both effective and efficient and requires our commodity departments to plan and execute assurance plans for their industrial assets that include our Human Rights and Security Standards, with a risk-based prioritisation.

Additionally, Group Internal Audit and Assurance (GIAA) provides independent and objective assurance to help strengthen governance and controls. In 2025, GIAA undertook a series of security specific audits.

The Audit Committee reviews and approves the risk-based GIAA audit plan and the HSEC and Ethics, Compliance and Culture Committees review and endorse relevant components of the plan. These Board-level committees are regularly updated on the status of delivery against the audit plans, relevant findings and the progress on the implementation of agreed management actions.

## Implementing the Voluntary Principles on Security and Human Rights *continued*

### Assessing security impact, risks and opportunities

Security is a salient human rights risk for Glencore.

In 2024, we commissioned a third-party subject matter expert to undertake a review and update of our salient human rights risks. As part of this review, extensive peer benchmarking was undertaken and internal and external stakeholders were interviewed. The review found that security remains a salient risk for our business.

Risk ratings for human rights are based on our human rights risk rating tool, a bespoke screening process using country- and asset-level indicators. This provides consistent evaluation of exposure to potential human rights impacts across our business, delivering human rights risk ratings for our industrial assets.

In 2025, we started updating our tool using Glencore's updated salient human rights risks and their country- and local-level indicators. This will allow us to deliver updated ratings for each industrial asset in 2026, including exposure levels to security risks, to continue supporting our industrial assets' human rights due diligence implementation.

Our Human Rights Standard requires our industrial assets with a high-risk rating to conduct a human rights impact assessment (HRIA) and our assets with a medium-risk rating to conduct a human rights risk assessment (HRRRA), using competent third-party external expert(s).

These are reviewed and, where required, updated, at least every five years for an HRIA, or at least every two years for an HRRRA (or sooner if required based on risk). HRRAs/HRIAs have identified security as a salient risk for certain industrial assets in specific jurisdictions.

We require our industrial assets to conduct threat and risk assessments (TRAs) and security vulnerability assessments (SVAs) based on their local security context. These assessments identify security-related threats, risks and potential impacts on our industrial assets, as well as on people, including women, children, Indigenous Peoples and other vulnerable groups. Our industrial assets must integrate the findings of these assessments into their business planning and review them annually, at both industrial asset and commodity department levels.

Our industrial assets are also required to develop TARPs for designated risks with potential to escalate as part of our efforts to ensure proper management and prevention. Our assets in high-risk countries have met these requirements and continuously review processes for consolidation and improvement.

#### Working with private security providers

We require our industrial assets to conduct due diligence and screening of their private security providers in accordance with our **Responsible Sourcing Policy** and our internal standards on Responsible Sourcing, Contractors and Suppliers HSEC&HR Management, Security and Know Your Counterparty prior to engaging their services to verify whether the organisation has:

- the relevant competencies, qualifications, experience and authorisations;
- not been involved in serious breaches of local security laws, use of excessive force and/or security-related human rights abuses; and
- put processes in place to check that individuals working for the organisation have not been involved in serious breaches of local security laws, use of excessive force and/or security-related human rights abuses.

Any new contracts that our industrial assets conclude must document duties, training requirements and the provision of equipment by the industrial asset and align with local legal requirements and the VPSHRs.

In addition, the contracts are required to set out the use of force continuum and require security providers to develop standard operating procedures and incident response protocols in line with Glencore requirements and the VPSHRs. Industrial assets are also required to conduct ongoing monitoring of contractors' performance and compliance with these obligations.

Our industrial assets are required to provide training for their private security providers that reflects the outcomes of the security risk assessment processes and the VPSHRs.

These context-based trainings incorporate specific case studies and examples of potential exposure scenarios, intervention protocols and human rights responsibilities.

#### Working with public security bodies

Our approach to public security engagement is grounded in transparency, respect for human rights, and alignment with the VPSHRs.

We require our industrial assets to maintain regular communication channels with relevant government agencies to discuss security and human rights matters. Where possible, the assets are required to undertake and document background checks on public security bodies to confirm the organisation or its personnel have not been involved in serious breaches of local security laws, use of excessive force and/or security-related human rights abuses.

We also encourage training for public security forces on the VPSHRs and our expectations on the appropriate use of force in line with the VPSHRs and respect for human rights.

To formalise these principles, where appropriate and feasible, our industrial assets enter into a memorandum of understanding (MoU) or equivalent written documentation with public security bodies to document mutual commitment to the VPSHRs. These agreements support continuous engagement, outline conditions under which operational control transitions from the company to public security and describe financial or in-kind assistance provided, which is subject to compliance review and approval. In 2025, our Antapaccay and KCC operations renewed their MoUs with the public security forces of Peru and the DRC, respectively.

## Implementing the Voluntary Principles on Security and Human Rights *continued*

### Security-related incidents

Our HSEC&HR Incident Management Procedure requires classification of social performance, human rights, security and other HSEC&HR incidents and sets out the process for identifying, managing, reporting and recording actual or potential social performance, security or human rights incidents in accordance with the procedure's requirements.

When appropriate, we undertake investigations to identify direct and/or contributing factors as part of our efforts to prevent repeat occurrences.

Our local teams are expected to regularly strengthen their management procedures to address security threats and risks and help protect our people and facilities. They are required to communicate lessons learnt from incident investigations to relevant stakeholders, as needed, taking into consideration the classification and sensitivity of security-related information.

In 2025, we updated the HSEC&HR Incident Management Procedure. Key changes included establishing security as a distinct incident type for consequence classification, along with guidance for industrial assets to evaluate external factors, threats and security-related vulnerabilities that could influence incident outcomes.

This update enhanced the process for assessment and reporting of security incidents, with specific evaluation protocols for cases involving injuries to workforce members and/or third parties. In 2026, we will continue to strengthen the management of security-related risks through regional training programmes on incident management and reporting.

2025 saw an increase in security-related incidents, primarily linked to illegal artisanal and small-scale mining (ASM) activities in the DRC and organised crime in Colombia and South Africa. These incidents resulted in an increase in injuries to our security personnel and other members of our workforce.

### Grievance mechanisms

We require our industrial assets to operate a complaints and grievance mechanism, focused on impacts from our activities and/or the presence of our operations and designed to meet the UNGPs' Effectiveness Criteria. As such, these mechanisms are required to be legitimate, accessible, predictable, equitable, transparent, rights-compatible, a source of continuous learning and based on engagement and dialogue. Where people have complaints or grievances, we aim to investigate and resolve them at a local level, with serious issues escalated to and reviewed at Group level.

In line with the UNGPs, we recognise that access to remedy is a core aspect of respecting human rights. Our **Human Rights Policy** clearly states that if our industrial assets cause or contribute to an adverse impact on human rights, we will provide for, or cooperate in, processes to enable appropriate remedy and/or a corrective action plan.

We do not tolerate retaliation against anyone who speaks openly about conduct they believe is unethical, illegal or not in line with our **Code of Conduct**, policies and procedures, even if the issue is not substantiated.

We continually monitor these processes to identify improvement opportunities.



## Implementing the Voluntary Principles on Security and Human Rights *continued*

### Implementing the VPSHRs in the DRC

In the DRC, we operate two industrial assets, KCC and MUMI, located in the Lualaba Province within the African Copperbelt close to the DRC's border with Zambia.

KCC is near the urban area of Kolwezi and MUMI is located around 40km south-east of KCC in a rural area. Widespread poverty, high population density along the KCC concession boundary and the practice of ASM activity in the region, combined with the lack of sufficient designated zones for ASM, contribute to complex security challenges.

Illegal intrusions occur within the concessions for the purpose of illegal ASM activities, as well as for crimes such as stealing or damaging equipment. This presents safety risks to the individuals involved, as well as to our employees and contractors, and threatens the security of these industrial assets. Our DRC team engages with local communities within the operations' area of influence to raise awareness of these intrusions and the associated safety risks.

At KCC, the scale and nature of illegal ASM activities have evolved over time, with the number of daily intrusions peaking in 2019 at approximately 2,000 illegal intrusions per day. While previously the illegal ASM activities were conducted primarily by individuals for subsistence due to limited alternative livelihoods in the area, recently there has been an increase in organised, confrontational and violent behaviour.

At MUMI, illegal ASM activities are largely confined to a limited section within the concession boundary outside the mining operational areas and associated with more organised, semi-industrial operations conducted by cooperative groups.

The nature of these risks at both operations has required a strengthened, coordinated approach to security management that is committed to safeguarding human rights and aligned with the VPSHRs.

The approach is a layered security concept, which includes physical and technological controls to strengthen the perimeter and internal mine infrastructure, reinforced private security personnel capacity and capability and improved governance of public security personnel present in the area.

#### Physical and technological controls

KCC has built a wall around its operational perimeter as a demarcation and deterrent to illegal intrusions and implemented a range of technological controls to strengthen perimeter security. These include drones, closed circuit television (CCTV) systems and other visibility-enhancing technologies.

Together, these measures enable real-time monitoring of activity around the mine and the tracking of illegal ASM activities over time. This supports identification of emerging trends and security risk hotspots and the adaptation of security measures in response to changing conditions.

#### Private security personnel

KCC and MUMI reinforce private security personnel capacity and capability through the provision of non-lethal weapons, logistics equipment, personal protection equipment (PPE) and training to de-escalate confrontational situations.

The recent increase in violence and frequency of security-related incidents prompted a review of arrangements with security contractors and deployment tactics, as well as the implementation of several corrective measures. This included the establishment and communication of safety standoff distances between security personnel and intruders, the introduction of a tactical withdrawal protocol and stricter PPE requirements to support contractor compliance with KCC site standards.

#### Public security providers

A specialised unit of the Congolese National Police (PNC), the Mining and Hydrocarbons Police, is present in the region. Under the 2018 DRC Mining Code, the PNC is responsible for securing the extractive sector, permitted to support extractive companies and, if deployed, remunerated daily through a formal process.

KCC and MUMI have MoUs with the PNC that stipulate expectations regarding PNC conduct in relation to human rights and both reference the VPSHRs in their contracts with the PNC.

With regard to KCC, following the government decision in 2019 for the Armed Forces of the Democratic Republic of Congo (FARDC) to intervene, security arrangements have further evolved. In addition to ongoing engagement with relevant authorities, KCC has undertaken a number of actions to support its risk management efforts. In December 2024, the FARDC ceased its deployment relating to KCC.

### Training

KCC and MUMI provide training on the VPSHRs and human rights to its employees, including, but not limited to, those with security-related responsibilities, private security providers and the PNC who are present in the region through site safety and security inductions.

### External engagement

Through the VPI DRC working group, convened by the US Embassy alongside government, civil society, private sector, and diplomatic representatives, we contributed to the development of a National Action Plan to support implementation of the VPSHRs in the DRC, which joined the VPI in 2023 and was announced as a full member of the initiative in 2026.

We also engage at both regional and national government levels in the DRC to further embed the VPSHRs and work to address the security risks at our operations.

On 12 June 2025, Her Excellency Judith Suminwa Tuluka, Prime Minister of the DRC, visited KCC as part of ongoing engagement with the asset's senior leadership team. The ongoing illegal intrusions into KCC's concession and the significant risks that they pose to both employees and intruders were key points of discussion.

We recognise that effective implementation of the security strategy and coexistence with ASM activities in the area require continued cooperation and support from the DRC government and other stakeholders. We remain committed to ensuring that security arrangements continue to be implemented in a manner consistent with the VPSHRs.

## Additional information

Unless otherwise defined within this report, reference is made to the Group Reporting Glossary for the 2025 reporting suite with respect to the terms used herein. The Group Reporting Glossary is available on our website at [glencore.com/group-reporting-glossary-2025](https://glencore.com/group-reporting-glossary-2025).

### 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, disposals or other corporate transactions); 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; permitting,

anticipated project timelines, productive lives of 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.

## Additional information *continued*

### 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](https://www.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.

## Additional information *continued*

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### About Glencore

Glencore is one of the world's largest global diversified natural resource companies and a major producer and marketer of more than 60 commodities. Through a network of assets, customers and suppliers that spans the globe, we produce, process, recycle, source, market and distribute the commodities that advance everyday life.

With over 140,000 employees and contractors and a strong footprint in over 30 countries in both established and emerging regions for natural resources, our marketing and industrial activities are supported by a global network of offices.

Glencore's customers are industrial consumers, such as those in the automotive, steel, power generation, battery manufacturing and oil sectors. We also provide financing, logistics and other services to producers and consumers of commodities.

### Our sustainability communications

Further information on sustainability-related topics is provided in our annual reporting suite and made available on our website.

Topic	Public disclosures							
	Annual Report	Sustainability Report	Modern Slavery Statement	Payments to Governments Report	Ethics and Compliance Report	VPSHRs 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