



Highlights 2017

We are one of the world's largest natural resource companies. Active at every stage of the commodity supply chain, we are uniquely diversified by geography, product and activity, maximising the value we can create for our business and our diverse stakeholders.

24%

year-on-year decrease in TRIFR

27%

year-on-year decrease in LTIFR



Zero

major or catastrophic environmental incidents during 2017



48%

year-on-year decrease in new cases of occupational disease



First Modern Slavery Statement published

External recognition for our training programmes

Ongoing implementation of the strategic water management framework



Ongoing engagement with organisations regarding responsible sourcing

31,737

employees and contractors completed e-Learning training on our Code of Conduct

Zero

serious human rights incidents



\$90m

community development spend



Rollout and implementation of tailings management protocol



5%

(minimum) carbon emission intensity reduction target established on 2016 baseline by 2020



\$4bn

tax and royalty payments

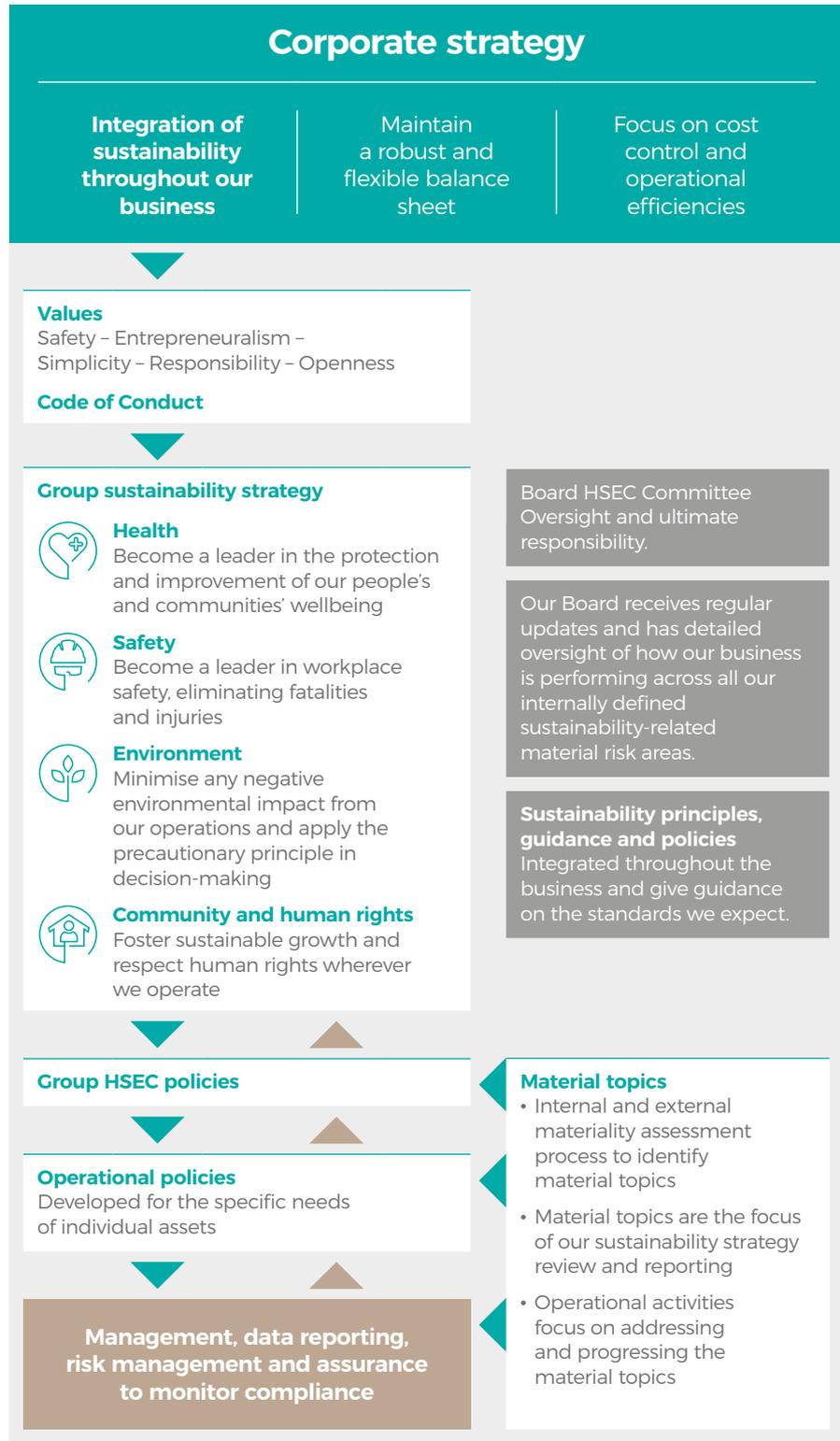
Our strategic approach

Glencore's main strategic objective is to grow total shareholder returns in a sustainable manner while maintaining a strong investment grade rating and acting as a responsible operator.

To achieve this ambition, we are focusing on three strategic imperatives: to integrate sustainability fully throughout our business; to maintain a robust and flexible balance sheet; and to focus on cost controls and operational efficiencies throughout our entire business.

Our approach to integrating sustainability throughout our business has clearly defined imperatives, objectives, priority areas and targets. It supports meeting legislative requirements, managing the catastrophic hazards associated with our business, and maintaining our societal licence to operate.

Sustainability framework



Our performance and strategic priorities

-  Achieved
-  On track
-  Not achieved

Material topic	2015-20 strategic priorities	Change	Progress in 2017
Catastrophic hazard management	No major or catastrophic environmental incidents		Zero major or catastrophic environmental incidents during 2017
Safety	No fatalities		Nine fatalities occurred at Glencore assets
	50% reduction of Group LTIFR by the end of 2020, against 2015 baseline of 1.34 ¹		Our LTIFR improved by 24% compared to our 2015 baseline. In 2017, our LTIFR was 1.02 per million hours worked (2016: 1.40 including Glencore Agriculture)
	50% reduction in TRIFR by 2020 using 2014 baseline of 5.02 ¹		Our TRIFR improved by 38% compared to our 2014 baseline. Our 2017 TRIFR was 3.09 per million hours worked (2016: 4.05 including Glencore Agriculture)
Health	Year-on-year reduction in the number of new cases of occupational diseases		46 new cases of occupational diseases recorded, a 48% decrease on 2016 (2016: 89 cases recorded, including Glencore Agriculture)
Climate change	5% (minimum) carbon emission intensity reduction on 2016 baseline by 2020		Our 2017 carbon emission intensity increased marginally to 4.78tGHG/tCu from 4.75tGHG/tCu in 2016. We are implementing initiatives to deliver our 2020 carbon target
Water and effluents	High water risk assets to implement five-year water targets for 2017-21		The identified high-risk sites are currently carrying out operational changes which are intended to result in overall improvements
Waste and emissions	Continue internal and external audit programme for high-risk tailings storage facilities		Our internal and external audit programme for high-risk tailings storage facilities was ongoing throughout the year
Human rights and grievance mechanisms	No serious human rights incidents		Zero serious human rights incidents
Local community engagement and social commitment compliance	Implement our social value creation strategy		Identified material assets to report their socio-economic contribution data
	Distribute the Community Leadership Programme toolkit to all assets		The toolkit was distributed to all assets. Training on the toolkit took place in Australia and South Africa. Further training sessions will be held in Canada and South America in 2018
Product stewardship	Ongoing engagement with organisations and interested stakeholders on responsible sourcing		During the year, we participated in discussions with the OECD on minerals from high-risk areas and with the LBMA on silver

¹ Baseline figures include Glencore Agriculture.

Material issues

We conduct a materiality assessment every other year to establish the material topics for our sustainability strategy review and sustainability reporting.

Assessments are undertaken at both Group and commodity department levels; they take the views of internal and external stakeholders into account. At each of its meetings, the Board HSEC Committee receives a report on our progress on the management of the identified material issues.

 To read more about our material issues please visit our website www.glencore.com/sustainability



Catastrophic hazard management

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Workplace health and safety

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Climate change

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Water and effluents

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Catastrophic hazard management

We recognise the exceptional nature of catastrophic events; our Catastrophic and Fatal Hazard Management Policy details our approach to their management, based on critical control management with rigorous monitoring and reporting. We require catastrophic and fatal hazards controls to be in place and regularly reviewed. Our approach reflects international leading practice and ICMM guidance.



Key performance and activities

Working with peers to present a common industry approach to reducing health and safety risks from operating and maintaining mining equipment through engagement with equipment manufacturers

Sharing catastrophic hazard management knowledge internally and with peers

Developing a site-specific knowledge base of critical controls

Building knowledge on process safety management application opportunities

Identification of technology to support behavioural changes

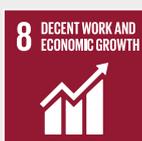
Zero major or catastrophic environmental incidents

Improving transportation safety in the DRC

Our Mutanda copper operation in the DRC has identified employee transportation as a catastrophic hazard.

It is mitigating this hazard through monitoring maintenance schedules and driver licence renewal dates, as well as using GPS tracking to assess bus drivers' driving behaviour, dispatch buses efficiently and coordinate buses to ensure that employees' transportation is conducted in a safe manner.

Sustainable development goals



To read more visit our website
www.glencore.com/sustainability/catastrophic-hazard-management

Workplace health and safety

The health and safety of our people is our top priority and we believe that all fatalities, injuries and occupational diseases are preventable. Through strong safety leadership, we can create and maintain safe workplaces for all our people. Risk management is at the heart of our approach. We let our people know that we expect every individual, both employees and contractors, to take responsibility for their own safety and for that of their colleagues and the communities in which they work.



Key performance and activities

27%

year-on-year decrease in lost time injury frequency rate (LTIFR) per million hours worked (2017: 1.02)

24%

year-on-year decrease in total recordable injury frequency rate (TRIFR) per million hours worked (2017: 3.09)

368

high potential risk incidents reported

48%

year-on-year decrease in new cases of occupational diseases (2017: 46)

65%

reduction in fatalities compared to 2013 baseline (2017: 9)

46%

LTIFR improvement and 62% TRIFR improvement against 2013 performance

Sustainable development goals



Implementing a safety leadership programme

During 2017, our coal business achieved its objective of zero fatalities. Its LTIFR and TRIFR improved by 20% and 28% respectively on 2016, exceeding its targeted reductions for the year.

The business undertakes regular reviews to identify areas where it can further advance performance. In 2017, findings showed an inconsistency among frontline leaders in hazard recognition and risk assessments. To address this, the coal business developed and implemented Frontline Safety Leadership Plans.



To read more visit our website

www.glencore.com/sustainability/safety

www.glencore.com/sustainability/health

Climate change

We openly and transparently disclose our energy and carbon emissions footprint. Energy is a key input and cost to our business as well as being a material source of carbon emissions. We are continually looking to improve our energy and operational efficiency. We are continuing to revise our carbon scenarios against energy market projections developed by leading organisations. We participate in a wide range of public policy discussions on carbon and energy issues. We are investing in a range of emission reduction projects and initiatives, focusing on both our operations and the use of our products.



Key performance and activities

21.6

Scope 1 carbon emissions (million tonnes CO₂e)

202

total energy use (petajoules)

Started to implement the Task Force on Climate-related Financial Disclosure's guidance for consistent climate-related financial risk disclosures

11.9

Scope 2 carbon emissions (million tonnes CO₂)

Awarded a 'Level Four – Strategic Assessment' (highest level) by the Transition Pathways Initiative

Established an initial Group-wide carbon emission intensity reduction target of at least 5% on 2016 levels by 2020

Reducing emissions through CO-generation

During the year, we successfully implemented an energy and carbon reduction project at our South African ferroalloys Boshhoek Smelter. Carbon monoxide (CO) generation technology generates electricity from the heat of combusting waste carbon monoxide from smelters through the production of carbon dioxide.

The initial findings from the pilot study suggest that Boshhoek could reduce its Scope 2 emissions each year by 8% or 60,000 tonnes GHG. Going forward, our ferroalloys business is investigating the potential to double CO-generation capacity at Boshhoek Smelter and is considering the implementation of the technology at other South African smelters.

Sustainable development goals



To read more visit our website www.glencore.com/sustainability/climate-change

Water and effluents

We seek to understand our effect on the environment, minimise our water-related impacts and ensure that our activities do not compromise any shared use of water. We are committed to ensuring good water management is in place at all our assets, including, where required, appropriate risk assessments, monitoring and implementation of corrective action. We recognise that water management is a complex issue; to understand it fully requires a dialogue between all the multiple stakeholders involved at each site. Our assets consult their host communities and other relevant local water users to find out their priorities and collaborate on solutions.



Key performance and activities

924

million m³ of water withdrawn

Ongoing implementation of our strategic water management framework

Water management guideline finalised

Harmonisation of water reporting and alignment with the Water Accounting Framework of the Minerals Council of Australia

19

water-related complaints at 11 of our assets (2016: 73 complaints at 10 sites)

4

water-related environmental fines exceeding \$10,000, which totalled \$205,000

Establishing participatory monitoring in Peru

Antapaccay is located in Peru's Espinar province, an area of heavy natural mineralisation. In Espinar, the water is mineralised and naturally unfit for human consumption. The increasing local population and expanding farming activities are creating stress on water availability. In addition, the limited infrastructure is affecting the availability of water.

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

Sustainable development goals



To read more visit our website
www.glencore.com/sustainability/environment/water-management

Waste and air emissions

We work to minimise our direct and indirect impacts on the environment, complying with or exceeding relevant regulation and always looking for ways to improve our performance, including reusing as much waste as possible. Our tailings storage facilities undergo regular inspections in line with the stringent regulations relating to their management. We continuously monitor our TSF to support their integrity and structural stability. We work to minimise all types of emissions from our stacks, mining operations and processing facilities. We use abatement systems for our air emissions to meet the applicable threshold values.



Key performance and activities

2,129

million tonnes of hazardous and non-hazardous mineral waste generated

Rollout and implementation of a tailings management protocol

358

thousand tonnes of sulphur dioxide emissions

Anticipating impact of climate change on waste management

The tailings storage facility at our Raglan Mine in northern Canada is a high-risk storage facility due to its use of permafrost to contain the mineral waste. During the year, an independent group studied the actual and potential impacts of climate change on the facility.

The study made some recommendations on the methodology that Raglan Mine was applying for its tailings storage. Following an extensive consultation process with local communities to explain the amended approach, Raglan Mine has actioned the recommendations.

Sustainable development goals



To read more visit our website
www.glencore.com/sustainability/environment/waste-management

Human rights and grievance mechanisms

It is essential that we uphold and respect the human rights of our people and our local communities. Where we may cause adverse impacts on our stakeholders, we seek to apply relevant international standards to understand, control and mitigate the impact. Our Code of Conduct and Human Rights Policy commit us to the Universal Declaration of Human Rights, the UN's Guiding Principles, the UN Global Compact and ILO core conventions. We also seek to apply the Voluntary Principles on Security and Human Rights, IFC's Standard 5 and ICMM's position statement on Free and Prior Informed Consent. We have established mechanisms that allow our local stakeholders to express their concerns.



Key performance and activities

Training on the Voluntary Principles undertaken in Chad, Colombia, the DRC and Peru

We continue to learn through our grievance mechanisms on how to better minimise and mitigate our impact on local communities

Asset-level self-assessments undertaken on our Human Rights Policy and grievance mechanisms guidance

Publication of our first Modern Slavery Statement

Addressing artisanal mining

Our Katanga and Mutanda copper operations in the DRC are supporting holiday camps for school children and agricultural initiatives to deter the participation of children and women in artisanal mining. Katanga and Mutanda work with local NGOs and churches to deliver the holiday camps.

During June to August 2017, over 7,200 children participated in a wide range of activities as well as discussions on the risks of artisanal mining and the importance of education. To encourage greater attendance at the holiday camp, we interlink them with economic diversification projects delivered by local cooperatives. The projects include those focused on agriculture.

Sustainable development goals



To read more visit our website
www.glencore.com/sustainability/community-and-human-rights

Community engagement and social commitment compliance

Our operations have a significant effect on the communities in which we work, and on society as a whole. It is our responsibility to minimise any negative impact and to support sustainable development and growth. Through proactive, strategic stakeholder and community engagement, we can support the advancement of the interests of both our host communities and our assets. We take a cross-functional approach to understanding and managing our socio-economic contributions and to deliver shared value while managing our impact on society.



Key performance and activities

\$4bn

paid in taxes and royalties

Continued rollout of the Community Leadership Programme

\$90m

community development spend

Ongoing engagement with a broad range of NGOs

Supporting community infrastructure in Chad

In Chad, our socio-economic analysis for our Badila oil block identified the need to construct a new school to serve the surrounding villages.

The children attending the Bardira School took their lessons sitting on the dirt under a tree. As there was no shelter, lessons had to stop during the rainy season and, as a result, many children failed to complete their school programme. The new primary school can accommodate over 200 pupils.

Sustainable development goals



To read more visit our website
www.glencore.com/sustainability/community-and-human-rights

Product stewardship

We work with experts, industry consortia and our peers to study the properties and impacts of our products throughout their lifecycles to spread understanding of our products. Through building a thorough understanding of our products' properties, we are best able to produce, transport and store them safely and mitigate potential adverse impacts on our workers' health and environment. We engage with a broad range of stakeholders, including civil society, governments, industrial partners and our customers, to promote responsible commodity sourcing.



Key performance and activities

Ongoing engagement with organisations regarding responsible sourcing

We continued our active participation on the Technical Advisory Committee of Better Coal

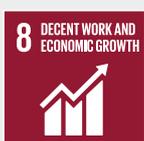
Established a working group to support our understanding of the proposed LBMA silver guidance and to provide detailed feedback during the consultation process

End-of-life electronics recycling

In Canada, our Horne Smelter is one of the few plants in the world that responsibly recycles end-of-life electronics and other copper-bearing materials into copper cathodes.

The smelter can process 780,000 tonnes per year of copper-bearing material. Its recycling system recovers almost all of the precious metals and copper contained in around 130,000 metric tonnes of recyclable material received annually.

Sustainable development goals



To read more visit our website
www.glencore.com/sustainability/product-stewardship

Our people

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



Key performance and activities

14%

of the workforce are female

External recognition for our training programmes

Our South African ferroalloys assets hosted a first aid competition, supporting skills development and teamwork

9%

global turnover of our employees

Our Australian zinc assets rolled out a programme to develop employee safety skills

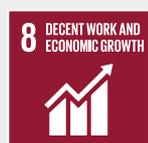
Ongoing group-wide efforts to attract a diverse workforce

Developing safety skills

In Australia, our zinc assets rolled out a programme to develop the safety skills of its employees. Following a baseline survey, employees and contractors participated in both classroom-based learning and in-field coaching.

We furthered this approach with toolkits distributed to supervisors and a new safety campaign. Following the programme, we have noted a significant increase in the reporting of hazards. A follow-up survey showed a markedly improved safety culture.

Sustainable development goals



 To read more visit our website www.glencore.com/careers

Compliance

We have implemented a Group compliance programme that includes a range of policies, procedures, guidelines, training and awareness, and monitoring. Our permanent and temporary employees, directors and officers (as well as contractors, where they are under a relevant contractual obligation) must comply with our compliance policies, procedures and guidelines that apply to their work, in addition to complying with applicable laws and regulations. When we enter into joint ventures where we are not the operator, we seek to influence our partners to adopt similar policies to our own.



Key performance and activities

31,737

employees and contractors completed e-Learning training on our Code of Conduct

We are active members of the Partnering Against Corruption Initiative and the Maritime Anti-Corruption Network

22,872

employees completed training on anti-corruption

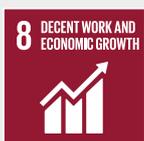
Our Australian zinc assets rolled out a programme to develop employee safety skills

2017 Compliance Summit

In November, we hosted a Compliance Summit at our offices in Switzerland for around 60 of our compliance officers and coordinators.

Over two days, participants engaged in training and interactive workshops, providing them the opportunity to share knowledge and learn from best practice. The Summit gave participants an opportunity to hear directly from their peers on how they are implementing Glencore's compliance programme at their local operations.

Sustainable development goals



To read more visit our website

www.glencore.com/who-we-are/governance

Building a sustainable business today, with a focus on tomorrow.



Sustainability Report 2017

Our eighth annual sustainability report reviews our activities and performance in 2017. It details how we address our most material risks and opportunities; it is aimed at employees, investors, business partners, customers, governments and NGOs.



Sustainability Highlights 2017

Our 2017 sustainability highlights booklet provides a succinct overview of our activities and achievements during the year. It is designed to be read either as a standalone document or to complement the full sustainability report.



Our Approach to Sustainability

This document sets out our approach to working sustainably. It explains our full thinking on sustainability, from the underlying principles and values upon which we base all our activities, to the details of our approach and the issues that affect our operations.



Sustainability online

Further information on our sustainability activities, plus more detailed data on our key sustainability indicators, is available on our website:

www.glencore.com/sustainability

We publish a full sustainability report and a separate highlights document.

There is also an accompanying databook and a complementary document, *Our Approach to Sustainability*, which provides further details on how we approach the topics material to our business.

These are available online at www.glencore.com/sustainability

Disclaimer

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 companies. Likewise, the words "we", "us" and "our" are also used to refer collectively to members of the Group or those who work for them. These expressions are also used where no useful purpose is served by identifying the particular company or companies.

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