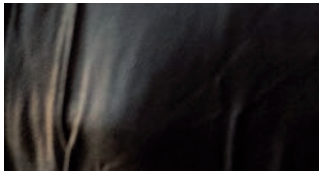


SUSTAINABILITY



Annual Report cross reference guide

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# SUSTAINABILITY

Responsibility is one of our Values. For Glencore, being a responsible operator means delivering strong financial, social and environmental performance through robust governance, ethical and transparent business practices, and respect for the rights of all.

## OUR APPROACH

Our approach to sustainability reflects our Purpose to responsibly source the commodities that advance everyday life. We establish and implement ethical and consistent business practices and standards through our health, safety, environment, and community and human rights (HSEC-HR) strategy, policies and standards. We are a responsible operator and aspire to have a reputation for doing things the right way.

Our approach sets out our ambitions against four core pillars: health, safety, environment, and community and human rights, and drives positive change throughout our business. Each pillar has clearly defined strategic imperatives, objectives, policies, priority areas and targets. We review our approach annually to confirm that it continues to fulfil the needs of our business.

Governance of our Group sustainability strategy and framework rests with the HSEC Committee of the Board. Our senior management team, including the CEO and commodity department business heads, are accountable for overseeing the implementation of our HSEC-HR strategy.

Further details on our HSEC-HR strategy, our approach to its implementation, as well as its performance and ambitions, are available in our sustainability-related publications. These include an annual sustainability report published in accordance with the core requirements of Global Reporting Initiative (GRI), as well as the following publications:

- Sustainability highlights
- Payments to governments report
- Modern slavery statement
- ESG A-Z section on our website ([www.glencore.com](http://www.glencore.com))
- Water microsite

## ENGAGING WITH OUR STAKEHOLDERS

We engage with relevant stakeholder groups to build meaningful relationships and understand their expectations and aspirations. Further information on our stakeholder engagement activities is available on page 24.

## EXTERNAL COMMITMENTS

We participate in a wide range of external initiatives, supporting our commitment to continuously improve our approach and performance across sustainability topics. Our engagement varies from reporting on our progress to taking a role in driving strategic change.

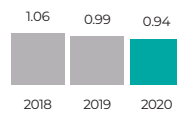
We are signatories to the United Nations (UN) Global Compact (GC), aligning our strategies and operations with its principles, which cover human rights, labour, environment and anti-corruption. We recognise the UNGC's Sustainable Development Goals (SDGs) and their systematic global approach to society's overall development. We believe that we can play a role in supporting our host governments to meet the SDGs.



All of our sustainability communications are available on our website: [glencore.com/sustainability](http://glencore.com/sustainability)

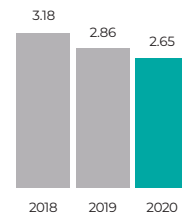
**Lost time injury frequency rate**  
(per million hours worked)

0.94



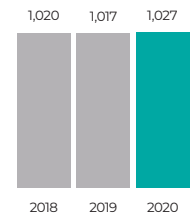
**Total recordable injury frequency rate**  
(per million hours worked)

2.65



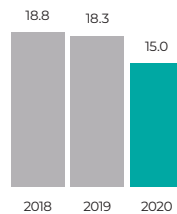
**Water withdrawn**  
(million m<sup>3</sup>)

1,027



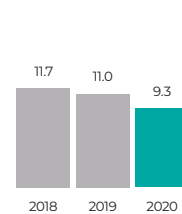
**CO<sub>2</sub>e Scope 1**  
(million tonnes)

15.0



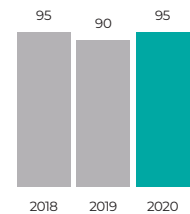
**CO<sub>2</sub> Scope 2 – location based**  
(million tonnes)

9.3



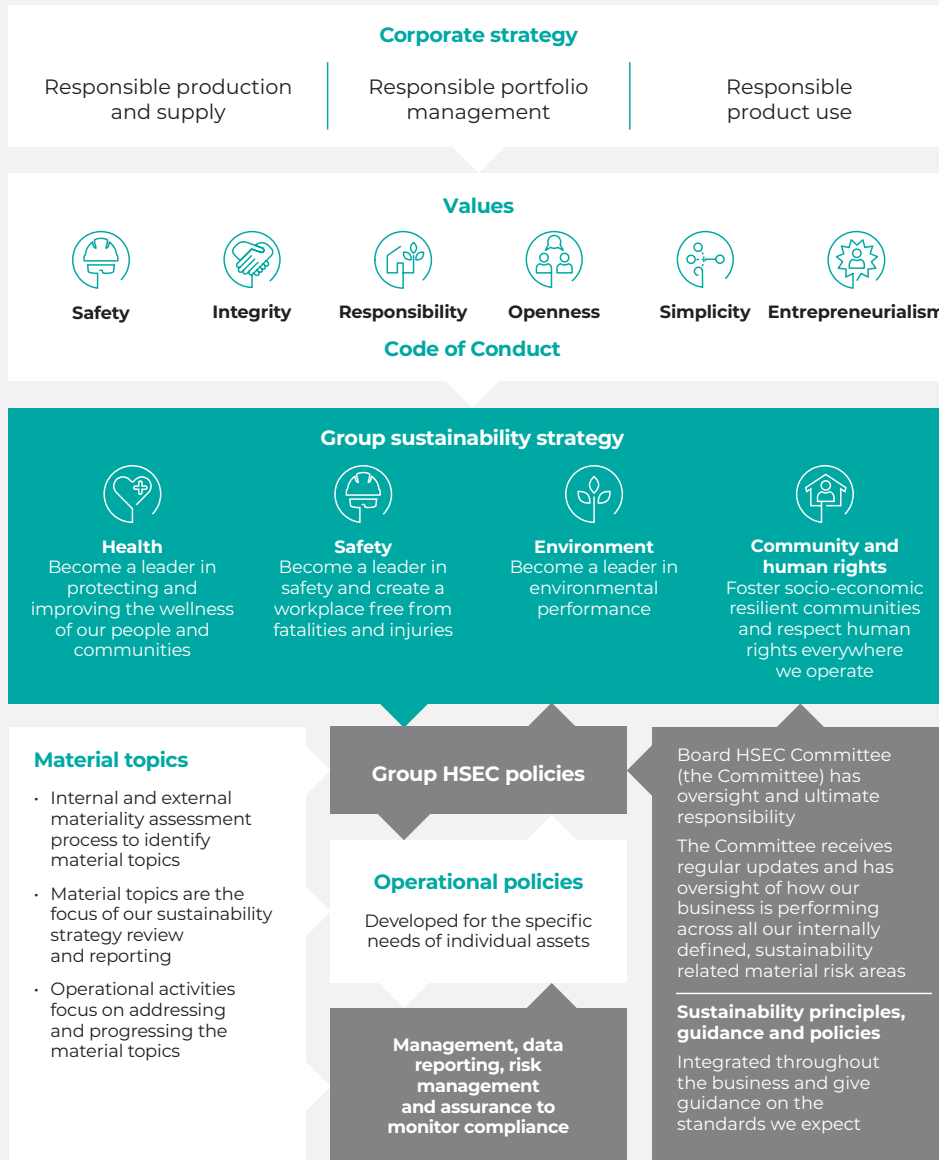
**Community investment**  
(US\$ million)

95



In 2020, we announced a 1.5°C-aligned target of an absolute 40% reduction of total emissions by 2035 on 2019 levels and ambition of achieving a net zero total emissions footprint by 2050

## Sustainability framework



We uphold the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, the UN Universal Declaration of Human Rights, and the UN Guiding Principles on Business and Human Rights.

We are members of the Plenary of the Voluntary Principles on Security and Human Rights.

We have been a member of the International Council on Mining & Metals since 2014. We endorse its Mining Principles and are active in its working groups.

We strongly support transparency in the redistribution and reinvestment of the payments we make to local and national governments. We are active participants, both in our operating countries and at a global level, in the Extractive Industries Transparency Initiative (EITI). We comply with the EU Accounting and Transparency Directives; in line with those provisions, we publish separate annual reports detailing material payments made to governments, broken down by country and project.

As part of our commitment to responsible product stewardship, we follow the UN globally harmonised system for classification and labelling of chemicals (GHS), the EU REACH regulations on the registration, evaluation, authorisation and restriction of chemicals, and the London Bullion Market Association Responsible Gold guidance. Where appropriate, we participate in the REACH consortia related to the materials we produce; these

include the consortia for zinc, cobalt, cadmium, sulphuric acid, lead and precious metals.

Our responsible sourcing strategy considers production, sourcing of metals and minerals and procuring goods and services. Our Supplier Standards form the basis of our risk-based supply chain due diligence programme and references the Organization of Economic Cooperation and Development's Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas.

### RISK MANAGEMENT AND ASSURANCE

Our management of HSEC-HR-related risks aligns with Glencore's approach to the identification, assessment and mitigation of risk. Our assets use the risk framework to identify 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.

Our internal HSEC-HR assurance programme primarily focuses on our systematic management of the catastrophic hazards and their controls. Internal and external senior subject matter experts participate in this programme.

## Performance overview

✔ Achieved   
 ➔ On track   
 ✘ Not achieved   
 — Not applicable

Material topic	2015–2020 strategic priority	Performance indicator	2020	2019	Status
Catastrophic hazard management	<ul style="list-style-type: none"> <li>No major or catastrophic incidents</li> </ul>	Number of incidents (major and catastrophic)	0	0	✔
Workplace health and safety	<ul style="list-style-type: none"> <li>No fatalities</li> <li>50% reduction of Group LTIFR by the end of 2020, against 2015 figure of 1.34<sup>1</sup></li> <li>50% reduction in TRIFR by the end of 2020 using 2014 figure of 5.02<sup>1</sup> as baseline</li> <li>Year on year reduction in the number of new cases of occupational disease</li> </ul>	Fatalities at managed operations	8	17	✘
		Lost time injury frequency rate	0.94	0.99	✘
		Total recordable injury frequency rate	2.65	2.86	✘
		New occupational disease cases	111	106	✘
		Number of HPRI's reported	399	574	—
Climate change	<ul style="list-style-type: none"> <li>5% (minimum) carbon emission intensity reduction on 2016 baseline<sup>2</sup> of 4.35 tGHG/tCu by 2020</li> </ul>	CO <sub>2</sub> e Scope 1 (million tonnes)	15.0	18.3	✔
		CO <sub>2</sub> Scope 2 – Location based (million tonnes)	9.3	11.0	✔
		Total energy use (petajoules)	180	210	—
		Carbon emissions intensity (tGHG/tCu)	3.78	3.93	✔
Human rights and grievance mechanisms	<ul style="list-style-type: none"> <li>No serious human rights incidents</li> </ul>	Serious human rights incidents	0	0	✔
Community engagement and social commitment compliance	<ul style="list-style-type: none"> <li>Implement our social value creation strategy</li> <li>Distribute the community leadership Programme Toolkit</li> </ul>	Community investment spend (\$ million)	95	90	—
Product stewardship	<ul style="list-style-type: none"> <li>Ongoing engagement with organisations and interested stakeholders on responsible sourcing</li> </ul>	Continued engagement with a broad range of stakeholders, including customers, regulatory organisations and industry associations	n/a	n/a	—

<sup>1</sup> Baseline figures include Viterra (formerly Glencore Agriculture)

<sup>2</sup> The baseline is for operated industrial assets and amended to reflect acquisitions and divestments

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

The HSEC Committee reviews the results of all the audits, together with their key findings, observations and good practice.

### MATERIALITY ASSESSMENT

We regularly undertake a sustainability-related materiality assessment that considers input from within our business and from other stakeholders. We use this assessment to inform the HSEC-HR strategy and our reporting. The assessment identifies topics that are material to our development, performance and current position as well as for our future prospects. It also establishes the material topics for our sustainability strategic review and publications.

We identified the following material topics for the 2019–20 period: catastrophic hazards, safety and health, climate change and energy (see page 16), water, land stewardship, responsible sourcing and supply, human rights, social performance and our people (see page 27).

### OUR MATERIAL TOPICS

#### CATASTROPHIC HAZARD MANAGEMENT

We define catastrophic events as those with a low probability but 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 assets.

We recognise the exceptional nature of such events and we have developed specific programmes to actively identify, monitor and mitigate catastrophic hazards within our business. Our Group Catastrophic Hazard and Fatal Hazard Management Policy specifies our approach to their management.

We review our catastrophic risks to understand whether they are adequately controlled. We require our assets to put in place appropriate management and mitigation measures. Our assurance on catastrophic hazards is developed in line with our Group-wide catastrophic hazard programme. The Board receives and reviews all assurance findings.

Our HSEC audit programme focuses on catastrophic hazards and critical control management, using both internal and external expert assessors. It gives particular attention to identifying catastrophic hazards, their critical controls and management plans, as well as the effectiveness of verification and reporting processes.

#### Managing our tailing storage facilities

Tailings, the fine waste materials left over after the processing of ore, are stored in tailings storage facilities (TSFs). In recent years, a small number of high-profile TSFs failures at the operations of large mining companies have resulted in catastrophic consequences.

We monitor our TSFs for integrity and structural stability. Our assets evaluate natural phenomena and incorporate these



considerations into their tailings facility designs where relevant. Flooding and seismic activity are the main natural phenomena that may affect TSFs. In addition, our TSFs undergo regular external inspections.

We continue to manage closed TSFs responsibly post-closure. We regularly inspect our facilities and external experts conduct independent inspections and reviews.

### Performance during 2020

We target zero major or catastrophic incidents, which we achieved during 2020.

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

In 2020, the Global Tailings Review, made up of the ICMM, UN Environmental Programme and Principles for Responsible Investment, published a new Global Industry Standard on Tailings Management (the Standard).

In August 2020, all ICMM members, including Glencore, committed to implement the Standard. All of our TSFs with "Extreme" or "Very high" potential consequences will be in conformance with the Standard by 5 August 2023. All of our other TSFs not in a state of safe closure will be in conformance with the Standard by 5 August 2025.

Further information is available on our website ([glencore.com/sustainability/Tailings](https://www.glencore.com/sustainability/Tailings)). It includes an overview of our approach towards managing TSFs and provides details on a total number of 215 individual tailings dam walls representing approximately 122 TSFs.

### SAFETY AND HEALTH

In line with our company values, our first priority in the workplace is to protect the health and wellbeing of all of our people. Our goal is continuous improvement in the prevention of occupational disease and injuries.

We take a proactive, preventative approach towards health and safety. 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. A large number of our assets have been fatality free for multiple years.

We require an effective safety management system at each asset to assure the integrity of plants, equipment, structures, processes and protective systems, as well as the monitoring and review of critical controls.

Our SafeWork initiative supports changing attitudes towards safety and bringing about long-term sustainable change that supports the elimination of fatalities and serious injuries. The initiative's aim is to provide everyone within our business with the knowledge and tools to perform every task safely. In 2021, we will relaunch SafeWork as part of our fatality reduction programme.

Our occupational health management strategy addresses the health risks facing our workforce, their families and the communities inside and outside our gates. We use a variety of onsite programmes to manage occupational diseases and exposure to health hazards; we extend many of these health programmes to our host communities, to combat regional health problems and promote healthy lifestyles.

### Performance during 2020

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

During the year, both our lost time injury frequency rate<sup>12</sup> (LTIFR) and total recordable injury frequency rate<sup>3</sup> (TRIFR) were slightly lower than the previous year at 0.94 (2019: 0.99) and 2.6 (2019: 2.9) respectively.

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

In 2020, our high potential risk incidents (HPRIs) fell to 399 (2019: 574). The reporting of HPRIs represents a supportive part of our strategy to reduce fatalities and, as such, we do not target a reduction in this metric. They allow the identification of activities that we need to prioritise in order to advance further our learning and safety performance. The majority of HPRIs related to mobile equipment and working at height and nearly 80% resulted in no injuries.

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

### WATER

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

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

### Performance during 2020

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

During 2020, we furthermore established a global working group of internal subject matter experts to develop internal and external targets for water management and continued our participation in the ICMM water working group.

### LAND STEWARDSHIP

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

We require our industrial assets to implement land stewardship management systems, including progressive land rehabilitation target setting tied to life of asset planning, that includes standard

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

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

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

4 Baseline figures include Viterra (previously known as Glencore Agriculture).

## SUSTAINABILITY

continued

elements such as an environmental policy, data collection and monitoring, adaptive management, and continuous improvement.

We are committed to identifying and addressing the potential impacts of our business on ecosystems services and achieving no net loss of biodiversity through the application of mitigation hierarchy. We require all operations to develop risk-based biodiversity action plans and site-level biodiversity targets, to drive progress in this critical area.

### Biodiversity

Mining activities directly impact the surrounding land, flora and fauna throughout their lifecycle; our goal is to minimise and manage those impacts. Our assets' land stewardship and biodiversity management plans can include measures for preliminary clearing works, habitat relocation, flora and fauna conservation, weed and pest control and fire and grazing management. Where possible, these plans support the continuation of existing land practices, including grazing and other agricultural activities.

As an ICMM member, we commit to not conduct any exploration, drilling or mining in World Heritage areas and IUCN category I-IV protected areas ('no-go' areas), and not to put the integrity of such properties at risk. Our assets work to avoid the loss of any International Union for Conservation of Nature (IUCN) Red List threatened species.

### Rehabilitation

A core component of our operations' lifecycle is progressive rehabilitation. Where active operations have ceased, we review opportunities for restoration in the previously operated areas. Progressive rehabilitation has many benefits, including reducing an operation's footprint, improving the visual appeal of the landscape and reducing dust, erosion and sedimentation, as well as improving conditions for local communities and future land users.

To support progressive rehabilitation, our assets may excavate and reserve topsoil and overburden from areas prior to development.

### Closure management

Unlike many other industrial uses of the land, mining has a finite life and transitions to post-mining land use at the end of its operational lifecycle. We require each asset to have a closure plan, including progressive rehabilitation and financial provision, to support a responsible exit. Assets regularly review their closure plan to ensure it remains fit-for-purpose, and aligns with the asset's lifecycle. Assets develop and maintain their closure plan to align with good practice, such as the ICMM's Integrated Mine Closure Good Practice Guide. Assets are required to consult with local communities on the development of their closure plans and monitor the societal risks and opportunities associated with closure.

Glencore has acquired, through mergers and acquisitions, a number of older mines and legacy operations. We have a specialised management process for these legacy operations, which supports the identification and implementation of appropriate monitoring and responsible restoration.

### Performance during 2020

During 2020, we established a global working group of internal subject matter experts to develop internal targets for biodiversity and land rehabilitation, as well as enhanced corporate governance for land stewardship and biodiversity. The targets reflect the diversity of our assets' locations and activities, and progress against them will be monitored.

We mapped our approach to closure against the ICMM's Integrated Mine Closure: Good Practice Guide and have addressed any identified gaps. We participated in ICMM's closure

working group that developed the new ICMM Closure Maturity Framework tool, which we piloted at six of our global assets.

### RESPONSIBLE SOURCING AND SUPPLY

An integral part of our responsible sourcing approach is supply chain due diligence (SCDD) for our metals and minerals supply chain. During 2020, we strengthened our internal due diligence management system.

Our guideline sets out our five-step approach to due diligence that aligns with the OECD's Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas (CAHRA). Our risk assessment and management strategy identifies and assesses risks, including those relating to CAHRA. We take a collaborative risk management and mitigation approach to the identified human rights risks within our supply chain.

As part of our system of controls and transparency, we have an online platform that manages due diligence-related information collection and supplier assessment.

We have a system of accountability with identified internal roles and responsibilities, as well as a dedicated SCDD manager who oversees and implements the process. Our responsible sourcing team engages with internal stakeholders to increase awareness on the responsible sourcing of minerals. During the year, we undertook capacity building activities and training sessions with our marketing teams.

### Performance during 2020

During the year, we rolled out our risk-based supply chain due diligence programme to our cobalt and nickel marketing teams. The assessment did not find any concerns relating to adverse human rights impacts in these two commodities' supply chains.

We provided input into the drafting of the Joint Base Metals Due Diligence Standard developed by the Copper Mark. The standard enables companies to comply with the London Metal Exchange Responsible Sourcing requirements. Our participation enabled us to better understand the responsible sourcing requirements of the LME and should support the leading position of our listed brands in the metals markets.

In 2020, Glencore did not produce, process or market any "conflict minerals" originating from the conflict areas as defined under the Dodd-Frank Act (tin, tungsten, tantalum and gold from the DRC and adjoining countries).

### HUMAN RIGHTS

We have the potential to adversely or positively impact on human rights directly through our operations, or through our relationships with joint ventures, contractors and suppliers. We are committed to respecting human rights and actively support our employees, business partners and others to understand and meet this commitment.

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

We align with relevant international standards to understand, control and mitigate our impacts. Our policies and practice align with the Universal Declaration of Human Rights, the United Nations (UN) Guiding Principles, the UN Global Compact and International Labour Organization's core conventions and we articulate these in our Code of Conduct and Group Human Rights Policy. In addition, we operate in accordance with the Voluntary

Principles on Security and Human Rights, International Finance Corporation's Standard 5 on Involuntary Resettlement.

We respect the rights, interests and aspirations of Indigenous Peoples and acknowledge their right to maintain their culture, identity, traditions and customs, and operate in accordance with the ICMM Position Statement on Indigenous Peoples and Mining.

Our assets are required to conduct regular human rights training for their workforces, with a focus on those employees in positions exposed to human rights concerns, such as security. This covers general human rights awareness during day-to-day activities for our wider workforce, as well as focused training on the Voluntary Principles on Security and Human Rights for our security employees and contractors.

### Enabling complaints and grievance processes

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

We do not allow any form of punishment, discipline or retaliatory action to be taken against people for speaking up or cooperating with an investigation.

### Indigenous Peoples

Some of our assets are located on or near the traditional territories of Indigenous Peoples. Our approach aligns with the ICMM Position Statement on Indigenous People and Mining, which requires mining projects located on lands traditionally owned by or under customary use of Indigenous Peoples to respect Indigenous Peoples' rights, interests, special connections to lands and waters, and perspectives.

ICMM Members must adopt and apply engagement and consultation processes that ensure the meaningful participation of Indigenous communities in decision making, through a process consistent with their traditional decision-making processes. We seek, through good faith negotiation, to reach agreements with Indigenous Peoples who maintain an interest in, or connection to the land on which we operate, formalising engagement processes and sustainable benefits.

### Performance during 2020

During 2020, we commenced an internal campaign to strengthen our management of local-level complaints and grievances. We conducted a Group-wide desktop review of local processes against the United Nations effectiveness criteria. Areas for improvement were identified and assets have a target to close these gaps by the end of 2021.

To support improved understanding of challenges and good practices in the implementation of grievance processes, we conducted an interactive webinar series in early 2021. Over 150 operational managers and social, environment and legal professionals attended the sessions that spanned seven geographical regions and four languages.

Following events in Western Australia in 2020, where mining activities impacted on significant cultural heritage, we undertook an internal review of our own heritage risks, with the intent of addressing any deficient areas during 2021. The review was supported by independent cultural heritage experts.

In Australia, our Indigenous Relations and Cultural Heritage Working Group is also working on strengthening our engagement with Indigenous Peoples.

In addition we commissioned a report benchmarking cultural heritage legal and regulatory frameworks in countries where we operate against international standards. Earlier this year, we reviewed and updated the Group Human Rights Policy. We have developed a human rights risk rating tool to strengthen a consistent approach to human rights impact assessments. The Tool aligns with our identified salient issues for human rights and will be rolled out in 2021.

The new policy reflects our commitments to a range of international human rights instruments. In addition, we have developed an innovative human rights rating tool to assist us in assessing each asset's overall human rights risk level. This rating will inform the minimum management controls to be implemented, commensurate with the level of human rights risk. The tool will be rolled out and tested during 2021.

### SOCIAL PERFORMANCE

Our activities can make a significant contribution to the national, regional and local economies through the production and marketing of commodities that provide the basic building blocks for development. We provide employment and training, business partner opportunities, tax and royalty payments to governments that help provide essential services, socio-economic development and environmental stewardship.

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

### Stakeholder engagement

Our business is geographically diverse, with operations on six continents, and we adopt an inclusive community approach informed by the local context. Some of our businesses operate in challenging socio-political contexts but we are committed to working with others to help find and implement solutions to social issues and to build resilient and peaceful communities.

We work hard to get to know our local communities and identify the individuals, groups or organisations with an interest in our business or who are affected by it. We implement a range of engagement activities designed to be relevant and appropriate for different stakeholders, including vulnerable groups, including access to local level complaints and grievance processes (see Human Rights).

Through meaningful stakeholder engagement and integration of social performance into our core business, we seek to advance the interests and aspirations of both our host communities, broader society and our assets.

### Social investment

In addition to our employment, local procurement, taxes and royalties, we seek to make a positive contribution to social and economic development of our host communities and society more broadly through our voluntary social investment programmes.

Our strategic objective is to do this in a way that builds resilient communities and regions by reducing dependency on our operations. This is challenging when the immediate, short-term needs in many of our communities are high. This was the case during 2020 when we responded to requests for health and medical equipment in many of our host communities during the initial stages of the Covid-19 pandemic. However, our aim is to focus our efforts on developing programmes that contribute to longer-term social objectives through activities such as enterprise and job creation, education, health and wellbeing and capacity building.

Our socio-economic development activities are founded on the resources, needs and plans identified at a local or regional level, and are informed by relevant data gathering and community engagement.

### Performance during 2020

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

During the year, we reviewed and updated our Social Performance Policy.

All of our sustainability communications are available on our website: [glencore.com/sustainability](https://www.glencore.com/sustainability)

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