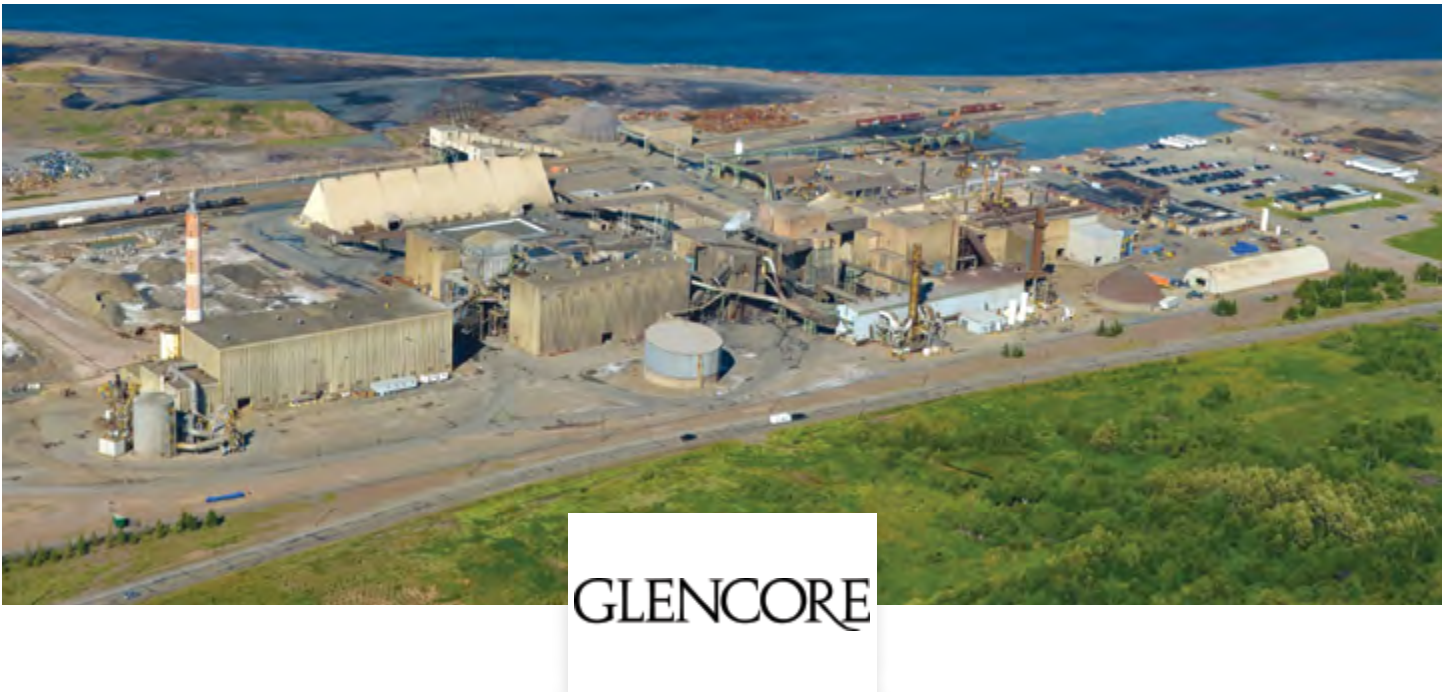


## TSM Performance by Company

### Glencore



Glencore is one of the world's largest global diversified natural resource companies and a major producer and marketer of more than 90 commodities. The company's operations comprise more than 150 mining and metallurgical sites, oil production assets and agricultural facilities. Glencore's Canadian operations are guided by the TSM initiative and have participated since 2004.

The following Glencore facilities have implemented the TSM initiative:

- Horne Smelter, Rouyn-Noranda, Quebec
- Canadian Copper Refinery (CCR), East Montreal, Quebec
- Sudbury Integrated Nickel Operations (INO), Sudbury, Ontario
- Raglan Mine, Nunavik region, Quebec
- Brunswick Smelter, Bathurst, New Brunswick
- Kidd Operations, Timmins, Ontario
- CEZinc Refinery, Valleyfield, Quebec

Sustainability lies at the foundation of Glencore's business strategy and activities. Sustainability requires meaningful engagement with communities of interest (COI). At the same time, it requires maintaining the highest regard for environmental stewardship, social responsibility, corporate governance and transparent reporting, while delivering superior shareholder returns.

## COPPER CANADA OPERATIONS

Glencore Copper Canada Operations are part of a network of transformation operations, which includes smelters and refineries. With support services based in Toronto, the smelters and refineries are part of the larger Glencore copper business.

### *Aboriginal and Community Outreach*

Horne Smelter has rated all aspects of this protocol at a Level AAA. The facility has a long-standing collaborative relationship with the local community. CCR's COI response mechanism is currently rated at a Level AAA. All other indicators are rated at a Level AA. These strong results are achieved as a result of active and meaningful engagement and communications with le Comité des Citoyens de Montréal-Est, which has been in place since 1992.

### *Biodiversity Conservation Management*

The biodiversity results for CCR and Horne Smelter are consistent with their externally verified 2013 results, and biodiversity programs are in place at both sites.

### *Crisis Management Planning*

Glencore Copper's corporate crisis management plan meets the criteria of this protocol and has been implemented at all sites. At CCR, several emergency simulations occur throughout the year.

### *Energy Use and GHG Emissions Management*

CCR has energy management plans, a reporting system, and targets in place. Horne Smelter is self-assessed at a Level B for its energy use and GHG emissions performance targets, as it did not achieve its performance targets in 2015. CCR reviews its energy management program on an annual basis and communicates the results to all employees.

### *Safety and Health*

CCR and Horne Smelter self-assessed all indicators at a Level AAA and demonstrated continual improvement in total recordable injury rate reduction and for being fatality free.

### *Tailings Management*

For this protocol, Horne Smelter achieved a Level AA performance for all five indicators.

## NICKEL OPERATIONS

In Canada, Glencore's nickel assets include Sudbury INO and Raglan Mine. Sudbury INO activities include exploration, two underground mines (Nickel Rim South Mine and Fraser Mine), the Strathcona Mill and the Sudbury Smelter. Raglan Mine facilities include four active underground mines, a concentrator, power plant, and administrative and accommodation facilities.

Glencore nickel operations' 2013 TSM performance was verified in 2014. Consistent with the new reporting framework for TSM, self-assessments were conducted in 2015 for those protocols that were not previously verified at a Level A or above for all the indicators.

In 2014, Sudbury INO was awarded the TSM Leadership Award, the highest TSM Performance Award, in recognition of its outstanding performance in the six protocols of the TSM initiative.

### *Aboriginal and Community Outreach*

Raglan Mine and Sudbury INO maintained Levels AAA and AA for this protocol in 2015.

### *Biodiversity Conservation Management*

In 2013, Raglan Mine achieved Levels AA, C and B for this protocol. In 2015, Raglan Mine self-assessed at Levels B, C and C, indicating that this is an area of focus for improvement. Going forward, Raglan Mine will enhance its biodiversity requirements through the recertification of ISO 14001 and the implementation of an environmental forum with communities. Sudbury INO maintained a Level AAA for indicators 1 and 2 and a Level A for indicator 3 in 2015.

### *Energy Use and GHG Emissions Management*

Although robust reporting and verification systems are in place, Sudbury INO dropped from a Level AAA to a Level A for indicator 2 compared with 2013 results, as the facility did not publish a sustainability report for Sudbury INO in 2015 indicating its performance against its energy and GHG targets. Raglan Mine maintained Levels AAA and AA, which is consistent with its 2013 verified performance.



### *Tailings Management*

In 2014, Raglan Mine conducted a formal independent review of its tailings management system. Based on the result, indicator 4 moved from a Level C in 2013 to a Level AAA in 2015. Sudbury INO maintained Level AAA ratings.

## **ZINC OPERATIONS**

Glencore Zinc Canada Operations include mining and metallurgical operations in eastern Canada.

### *Aboriginal and Community Outreach*

Brunswick Smelter self-assessed at a Level AAA across all indicators within this protocol, which is consistent with 2014 performance. CEZinc had the same scores as in 2014.

Glencore's Kidd Operations, which is Timmins' largest private-sector employer and the operator of the deepest base metal mine in the world, achieved Level AA or higher for all of the indicators of the Aboriginal and Community Outreach Protocol in 2015. Kidd's strong performance in this area was showcased this year when the site was recognized with the 2016 TSM Community Engagement Excellence Award for its Community Partnerships Initiative. Kidd is also celebrating its 50<sup>th</sup> anniversary in 2016.

### *Biodiversity Conservation Management*

Brunswick Smelter has improved its biodiversity scores once again. All three indicators have been self-assessed at a Level AAA. The score for indicator 1 improved from a Level AA to a Level AAA because of documented evidence showing the facility's commitment to actively partner with other organizations for biodiversity conservation.

Kidd Operations' rating remained at a Level AAA for indicators 1 and 2. Kidd achieved a Level A for indicator 3, and needs increased reporting and independent review to improve. CEZinc reported the same scores as in 2014 for all three indicators.

### *Crisis Management Planning*

A lot of work on crisis management planning and preparedness occurred in 2015 with positive results. By conducting a table top exercise with senior members of the local emergency response authorities and a crisis simulation, Brunswick Smelter now meets all criteria for indicator 1. However, the results still identified gaps, indicating the need for a full crisis simulation every three years with a complete evacuation drill plan. Kidd Operations reported "yes" for all three indicators.

### *Energy Use and GHG Emissions Management*

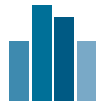
All sites have energy management plans and reporting systems in place. Brunswick Smelter moved from a Level A to a Level AA for indicator 2, because of evidence that the facility provides annual public reporting of its performance against its targets. Kidd maintained a Level A for all indicators in this protocol.

### *Safety and Health*

Brunswick Smelter and CEZinc self-assessed their performance at a Level AAA for indicators 2 and 3. Brunswick Smelter self-assessed the other three indicators at a Level AA – the same results as in 2014. Kidd Operations maintained a Level AAA for indicators 1 to 4 and a Level AA for indicator 5.

🔗 For more information, please visit: [www.glencore.com](http://www.glencore.com)





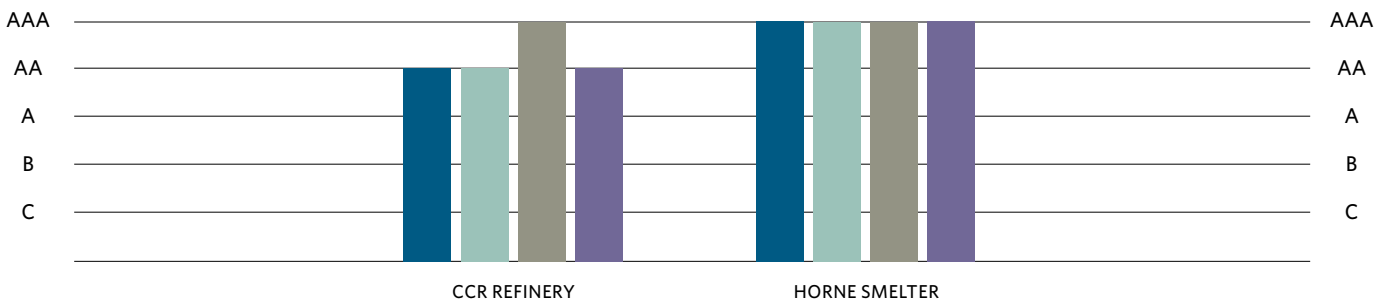
## 2015 TSM Results Glencore Copper

### Crisis Management Planning Assessment

FACILITY	PREPAREDNESS	REVIEW	TRAINING
GLENCORE	☑	☒	☑
CCR REFINERY	☑	☑	☑
HORNE SMELTER	☑	☑	☑

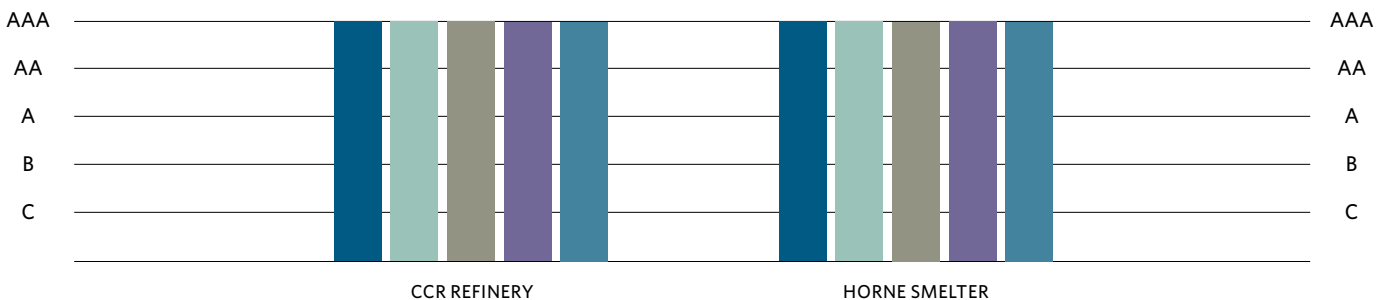
### Aboriginal and Community Outreach Assessment

- COMMUNITY OF INTEREST (COI) IDENTIFICATION
- COI RESPONSE MECHANISM
- EFFECTIVE COI ENGAGEMENT AND DIALOGUE
- REPORTING



### Safety and Health Assessment

- POLICY, COMMITMENT AND ACCOUNTABILITY
- TRAINING, BEHAVIOUR AND CULTURE
- PLANNING, IMPLEMENTATION AND OPERATION
- MONITORING AND REPORTING
- PERFORMANCE

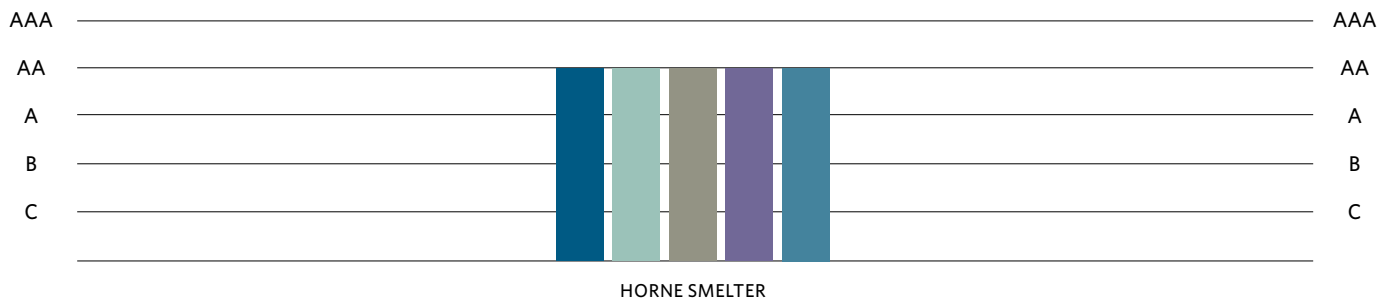


Self-assessed results; last external verification: 2014; next external verification: 2017.



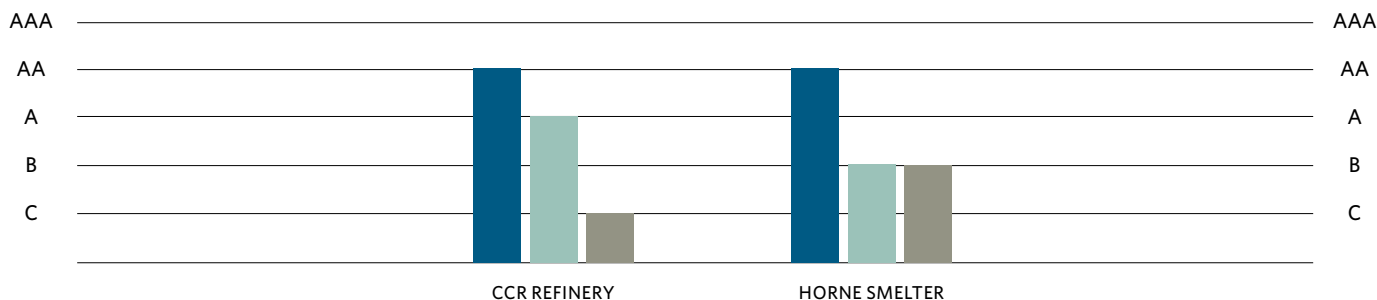
## Tailings Management Assessment

- TAILINGS MANAGEMENT POLICY AND COMMITMENT
- TAILINGS MANAGEMENT SYSTEM
- ASSIGNED ACCOUNTABILITY AND RESPONSIBILITY FOR TAILINGS MANAGEMENT
- ANNUAL TAILINGS MANAGEMENT REVIEW
- OPERATION, MAINTENANCE AND SURVEILLANCE (OMS) MANUAL



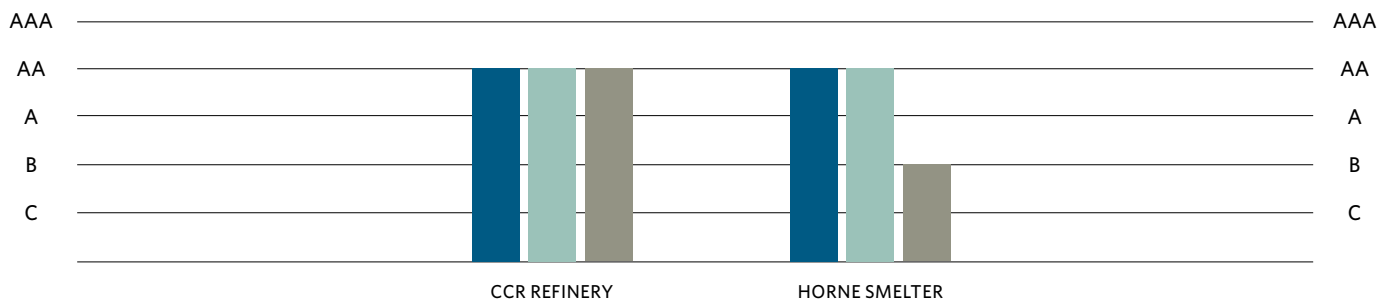
## Biodiversity Conservation Management Assessment

- CORPORATE BIODIVERSITY CONSERVATION POLICY, ACCOUNTABILITY AND COMMUNICATIONS
- FACILITY-LEVEL BIODIVERSITY CONSERVATION PLANNING AND IMPLEMENTATION
- BIODIVERSITY CONSERVATION REPORTING



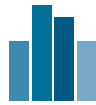
## Energy Use and GHG Emissions Management Assessment

- ENERGY USE AND GHG EMISSIONS MANAGEMENT SYSTEMS
- ENERGY USE AND GHG EMISSIONS REPORTING SYSTEMS
- ENERGY AND GHG EMISSIONS PERFORMANCE TARGETS



Self-assessed results; last external verification: 2014; next external verification: 2017.





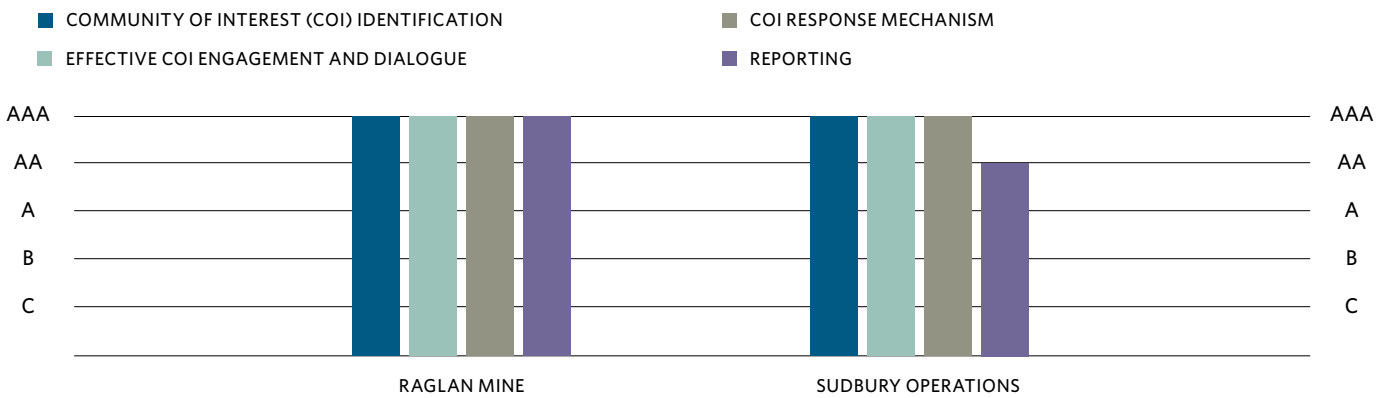
2015 TSM Results

Glencore Nickel

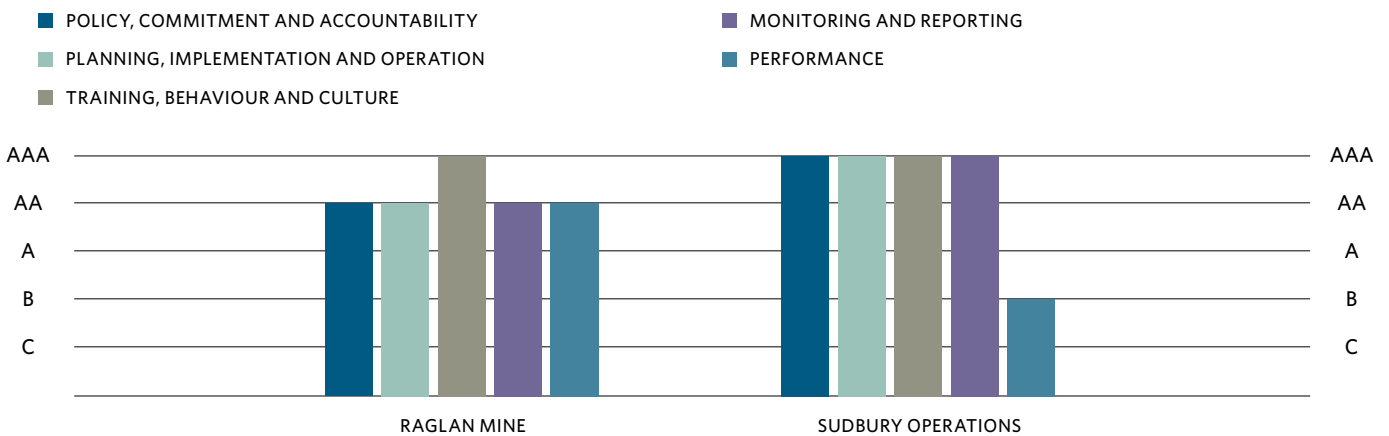
Crisis Management Planning Assessment

FACILITY	PREPAREDNESS	REVIEW	TRAINING
RAGLAN MINE	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
SUDBURY OPERATIONS	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Aboriginal and Community Outreach Assessment



Safety and Health Assessment

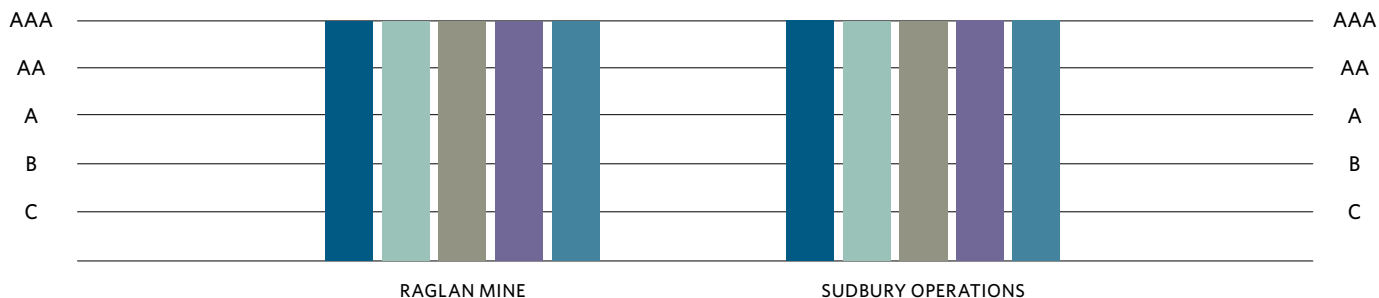


Self-assessed results; last external verification: 2014; next external verification: 2017.



## Tailings Management Assessment

- TAILINGS MANAGEMENT POLICY AND COMMITMENT
- TAILINGS MANAGEMENT SYSTEM
- ASSIGNED ACCOUNTABILITY AND RESPONSIBILITY FOR TAILINGS MANAGEMENT
- ANNUAL TAILINGS MANAGEMENT REVIEW
- OPERATION, MAINTENANCE AND SURVEILLANCE (OMS) MANUAL



## Biodiversity Conservation Management Assessment

- CORPORATE BIODIVERSITY CONSERVATION POLICY, ACCOUNTABILITY AND COMMUNICATIONS
- FACILITY-LEVEL BIODIVERSITY CONSERVATION PLANNING AND IMPLEMENTATION
- BIODIVERSITY CONSERVATION REPORTING



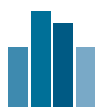
## Energy Use and GHG Emissions Management Assessment

- ENERGY USE AND GHG EMISSIONS MANAGEMENT SYSTEMS
- ENERGY USE AND GHG EMISSIONS REPORTING SYSTEMS
- ENERGY AND GHG EMISSIONS PERFORMANCE TARGETS



Self-assessed results; last external verification: 2014; next external verification: 2017.





## 2015 TSM Results

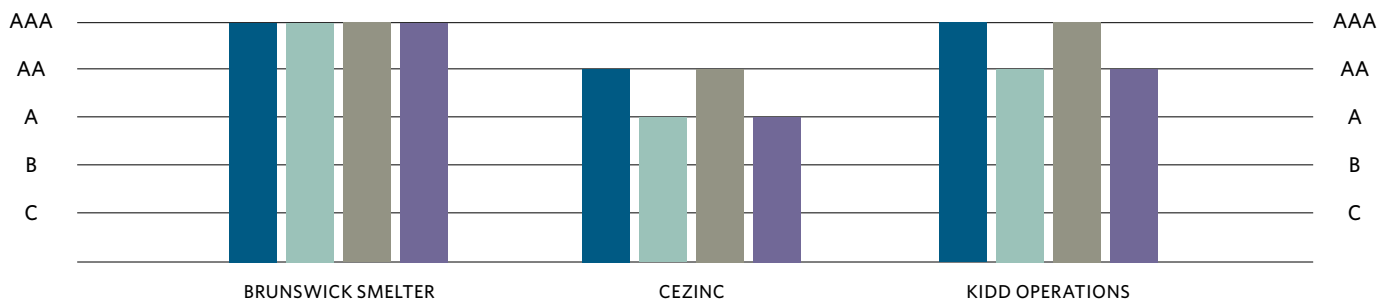
### Glencore Zinc

#### Crisis Management Planning Assessment

FACILITY	PREPAREDNESS	REVIEW	TRAINING
BRUNSWICK SMELTER	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
CEZINC	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
KIDD OPERATIONS	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

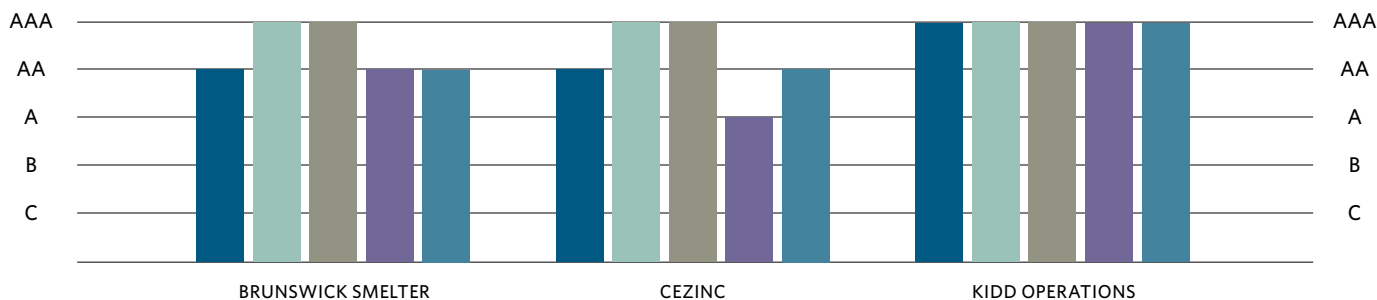
#### Aboriginal and Community Outreach Assessment

- COMMUNITY OF INTEREST (COI) IDENTIFICATION
- COI RESPONSE MECHANISM
- EFFECTIVE COI ENGAGEMENT AND DIALOGUE
- REPORTING



#### Safety and Health Assessment

- POLICY, COMMITMENT AND ACCOUNTABILITY
- PLANNING, IMPLEMENTATION AND OPERATION
- TRAINING, BEHAVIOUR AND CULTURE
- MONITORING AND REPORTING
- PERFORMANCE

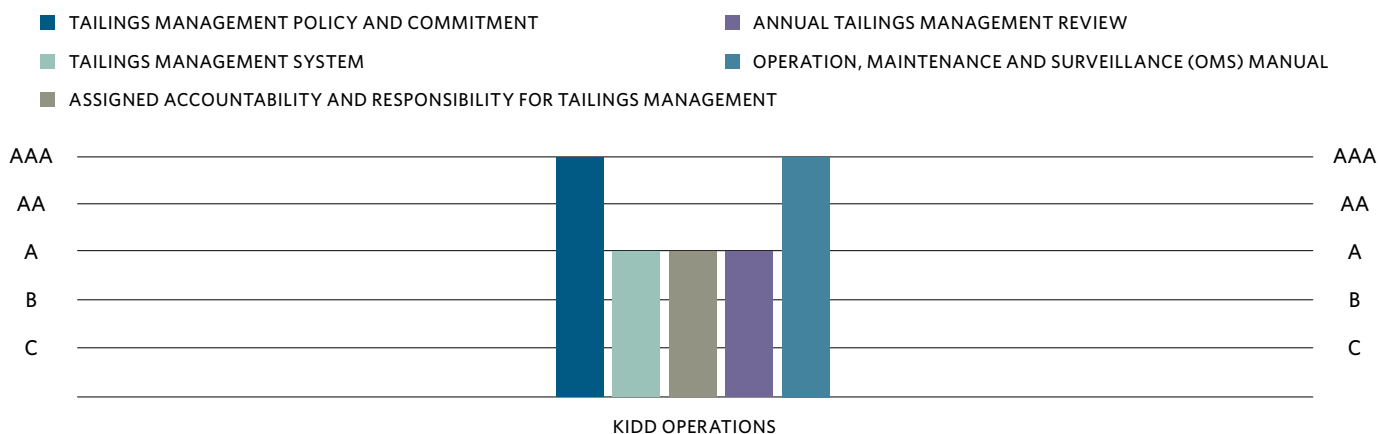


Self-assessed results; last external verification: 2014; next external verification: 2017.

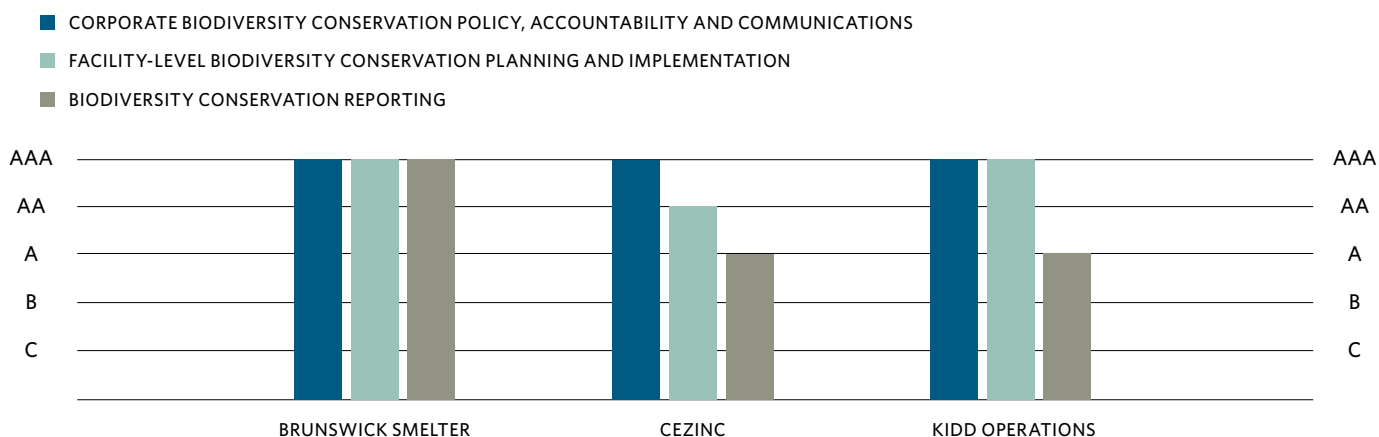




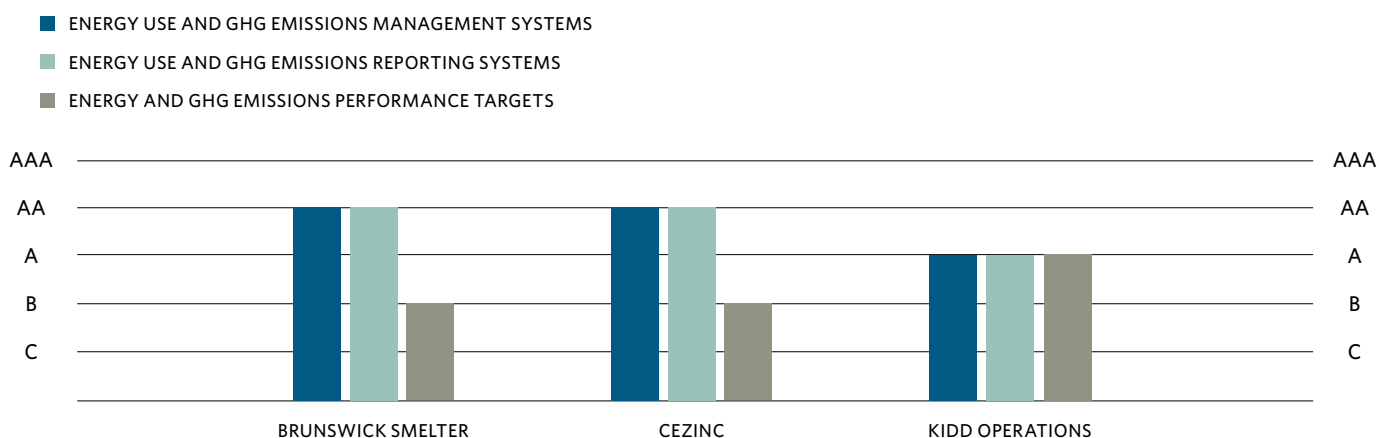
## Tailings Management Assessment



## Biodiversity Conservation Management Assessment



## Energy Use and GHG Emissions Management Assessment



Self-assessed results; last external verification: 2014; next external verification: 2017.

