April 2025

Mount Isa Region Social Transition Plan

To support the Mount Isa region through the upcoming changes resulting from closure of the Mount Isa Mines copper mining operations, copper concentrator and Lady Loretta Mine, Glencore has developed a Social Transition Plan to lay out how we will support our people, the community and other impacted stakeholders.

Mount Isa Mines celebrates a long and impressive history, making a significant contribution to the region, and we recognise the importance of our operations to the local community. As Mount Isa Mines transitions to a smaller workforce, this will inevitably have flow-on effects to the Mount Isa community.

In preparation, Glencore has developed a Social Transition Plan, supported by independent experts, to help minimise the impacts to our workforce, local businesses and services, and the local community. Mount Isa Mines is an important asset for Glencore globally and we're continuing to invest in these operations for the future. This includes increasing production at George Fisher Mine and looking at new expansion opportunities with the Black Star Open Cut project. In the last five years we've invested $1.8 billion into our Queensland Metals business, signalling our confidence in its future.

How was the Social Transition Plan developed?

The Plan is underpinned by a series of technical assessments and targeted stakeholder engagements, led or supported by independent experts. We held interviews, surveys, and workshops to help identify and capture the challenges and opportunities associated with the pending closures.

100+
local and regional consultations

30+
interviews with external stakeholders

18
local organisations attended our Community Services Forum

1,000+
invited to participate in our online survey

Technical assessments were undertaken on socio-economic impact, workforce, industry capability and social needs.

Socio-economic Impact Assessments forecast the changes in employment, population and services.

Workforce Assessments analyse the broader region's labour market and employment ecosystem to understand employment capability and opportunities.

Industry Capability Assessments to provide an overview of the current and expected industry and local supply chain capability.

Social Needs Assessments outline the opportunities and challenges in Mount Isa in relation to health and wellbeing, education, accessibility, amenity and connection to community.

What is social transition planning?

Social transition planning is critical to help identify, assess and minimise social and economic impacts resulting from the closure of an asset or mine.

This planning aims to support directly impacted stakeholders, including our workforce and the community, whilst working with partners to strengthen the region for a sustainable future.

Mount Isa Mines' Social Transition Plan aligns to Glencore's global standards and integrates leading industry practice. The Plan provides a framework for collaboratively addressing impacts with local stakeholders and all levels of government and incorporates planned initiatives to help support the transition.

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What is in the Social Transition Plan?

The Social Transition Plan builds on information from the assessments and establishes a range of initiatives to address the focus areas under four pillars.

Inputs

- **Socio-economic impact assessment**
- **Workforce assessment**
- **Industry capability assessment**
- **Social needs assessment**

Social Transition Plan

The Plan identifies a range of initiatives and activities, grouped under four pillars.

Local workforce

Focus areas:

- leveraging local mining and infrastructure opportunities
- supporting priority workforce groups
- supporting the workforce transition ecosystem

Local procurement

Focus areas:

- more effectively involving local suppliers in continuing operations
- effectively involving local suppliers in emerging operations
- helping local suppliers to diversify their customer base

Social investment

Focus areas:

- supporting regional advocacy
- promoting workforce attraction, retention and training
- supporting the aspirations and needs of the Kalkadoon Traditional Owners
- creating greater connection through access to events, recreation, resources and infrastructure

Regional economic development

Focus areas:

- supporting future industry
- supporting resource projects

Initiatives

Initiatives are grouped into three key categories for execution.

- Category 1: **In progress**
- Category 2: **Committed**
- Category 3: **Further investigation**

Monitor and report

Glencore will fulfil a range of roles in the execution of the Social Transition Plan initiatives, including facilitator, funder, advocate and partner. The Social Transition Plan will not fully mitigate the impacts of closure, nor interfere with the responsibilities of government.

Successful collaboration with industry partners, local and state government will be critical to realising the full benefits for the region.

Glencore's roles in the delivery of Social Transition Plan initiatives

Facilitator	Connects the right people
Funder or co-funder	Provides funding, part-funding or resources in-kind
Advocate	Promotes an issue to the relevant decision-maker
Partner	Collaborates with other stakeholders

Social Transition Plan initiatives

Glencore has started to implement the Social Transition Plan. Information on our progress will be provided at Community Information Sessions and via our website and on social media channels.

CATEGORY	INITIATIVE	DESCRIPTION
Category 1: In progress Existing programs that help mitigate the immediate impacts to the workforce, local suppliers, and community.	**Glencore Job Fairs**	Connect affected workforce to redeployment and other opportunities.
	Glencore Workforce Support Hub and Closure Engagement	Provide information on redeployment, financial resources, training and job-seeking resources to affected workers.
	Glencore Zinc Assets Australia (GZAA) Local Content Policy and Local Content Procedure	Continue to implement Glencore's Local Procurement Policy and Local Procurement Procedure to: • provide local suppliers with greater access to Glencore procurement opportunities • maintain or improve Glencore's current proportion of local supplier spend • support increased operation of suppliers, and overall long-term employment and economic contributions to Mount Isa.
	Mount Isa Events	Build on existing events and activities to improve promotion and knowledge about events, activities and resources, and to continue to provide financial and in-kind support.
	Community Information and Engagement	Communicate information to the Mount Isa community so they can make decisions about their future, their employment, and businesses.
Category 2: Committed Opportunities that Glencore is committed to. These include initiatives that optimise broad collaboration and partnerships to strengthen local and regional capability.	**Mount Isa Mining and Infrastructure Human Resources Network**	Establish inter-company network to connect Glencore's affected workforce with other opportunities and support workforce attraction and retention in the region.
	Mount Isa Mining and Infrastructure Social Outcomes Committee	Establish a committee of community and social performance representatives from mining and infrastructure companies operating in north-west Queensland, together with local government. The committee will identify opportunities to partner on and invest in initiatives to support liveability in Mount Isa. It aims to support long-term population attraction and retention through targeted regional liveability activities, encourage collaboration to better leverage the social funding and grant streams and enable several of the other proposed projects.
	Glencore Supplier Forum/ Conference	Reinstate previous initiative to connect existing local suppliers to opportunities within the region. It aims to give local suppliers the opportunity to diversify their contracts, maintain and grow operations, and support overall long employment and economic contributions to Mount Isa.
	Indigenous Business Development	Support Glencore's Indigenous workers, community members and suppliers with access to resources and support for new or existing businesses, with a particular focus on growing the local Indigenous tourism industry. It aims to: • increase local and culturally safe employment options • improve the participation and economic outlook for Indigenous people in Mount Isa • develop tourism-related businesses to leverage existing Indigenous business interests, and • increase industry diversification and subsequently resilience.
	Indigenous student bursaries	Support Indigenous health and wellbeing outcomes through bursaries for Indigenous students studying health-related courses locally and on Country. This aims to fill health vacancies, support higher level education and economic participation of indigenous people.
	Indigenous Health Outcomes – Renal dialysis	Support Indigenous health and wellbeing outcomes in Mount Isa by partially funding additional capacity in the Mount Isa Renal Dialysis Services enabling greater access to local treatment for patients keeping them on country, with the support of family and reducing travel.

CATEGORY	INITIATIVE	DESCRIPTION
Category 2: Committed (continued)	**Mount Isa Industry Development – Australian Critical Minerals Precinct**	Provide a parcel of Glencore-controlled land to Mount Isa City Council for their Australian Critical Minerals Industrial Precinct, to provide new industry and employment opportunities.
	Regional Industry Collaboration Forum	A collaborative forum to benefit the region and bring together expertise, strengthen the regional voice in advocacy, establish clear direction with complementary initiatives, work towards the same goals and avoid duplication of work to improve economics. Common user infrastructure, logistics, and decarbonisation are examples of challenges that would benefit from being addressed collaboratively.
Category 3: Further investigation Potential programs that seek to support specific opportunities. These proposed programs require further investigation and stakeholder engagement.	**Attract, Connect, Stay**	Focus on the attraction and retention of health, social care and childcare workers to Mount Isa, to build on local services and improve local delivery to meet the community needs. It aims to improve health and early education outcomes, and regional liveability, which in turn supports population attraction and retention. The Attract, Connect, Stay program is proven in other regional areas and can be transitioned to a self-sustainable and fee-for-service offering.
	Mount Isa Child Care Alliance	Build on the existing childcare market in Mount Isa by setting up a childcare alliance focusing on attracting and training childcare workers, providing professional development support to current carers, and supporting local centre and family day-care providers. Benefits include improved early education outcomes, and regional liveability, which in turn supports population attraction and retention.
	Indigenous Health Outcomes – Deadly Choices	A preventative health program to incentivise young people to complete health checks with affiliations to NRL, AFL or Super Netball teams. It increases health literacy for Indigenous people engaging them in preventive health services on Country, provides the information and resources for healthier choices and overall improve long-term health outcomes. There is also the opportunity for this program to support mobile health checks in the Mount Isa community.
	Indigenous Health Outcomes – Deadly Brains	Deadly Brains focuses on improving brain health in indigenous children. The project team work with the individual child or young person and their caregivers, families, and adjacent workers. The program supports educational outcomes as well as mental wellbeing in a culturally responsive and contextualised way.
	Green Gravity	This project, currently at Concept Phase with Green Gravity Operations Pty Ltd, investigates the viability of repurposing the MICO assets into a large-scale energy storage hub utilising gravitational energy storage. If successful the project would create local jobs, accelerate access to local renewable generation, and attract investment in the region contributing to the economic sustainability of the region.
	Tailings Re-processing/ Re-purposing	Consider the viability of recovering elemental sulphur and metals from pyritic tailing within the Mount Isa Mines Tailings Storage Facility and reprocessing to produce sulphuric acid or recover precious metals. The project proposes making data available to third parties to undertake research and development to identify and test suitable processing technology.

HOW DO I FIND OUT MORE INFORMATION?

Progress updates on the execution of our Social Transition Plan will continue at our Community Information Sessions and via our social media channels and website.

glencore.com.au **facebook.com/GlencoreAUS**

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