

HUMAN CAPITAL DEVELOPMENT

The Company's approach to personnel management: changes over a 20-year span

People are at the core of Nornickel's success. Over the past years, the Company's main focus in HR management has been the improvement of social and working conditions and expansion of social benefits for its employees. In addition, we developed a systemic approach to professional education of all employee categories at the Corporate University, organised leadership programmes, and created corporate communities for like-minded people carrying out projects for the benefit of the Company and society.

In order to provide equal access to benefits and career opportunities for all employees, Nornickel developed a unified HR management system. As part of it, we implemented a grade system across the Group and automated monitoring and control of HR metrics.

Cementing Nornickel's leadership among the industry's employers is our strategic goal set out in the Human Capital Development Programme and Sustainable Social Development Strategy through 2030.

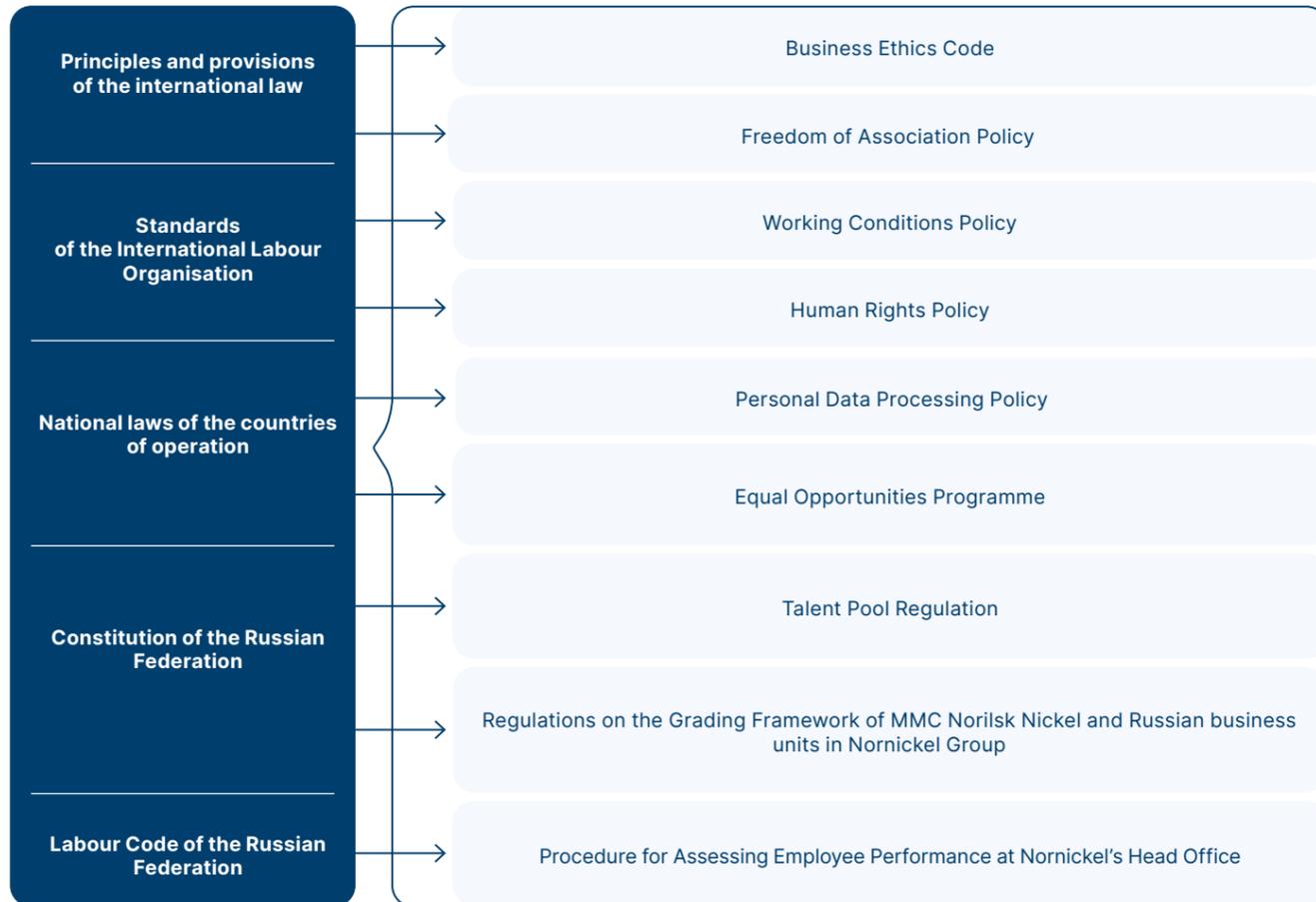


HR MANAGEMENT

Key HR management priorities



Nornickel's key HR management regulations¹

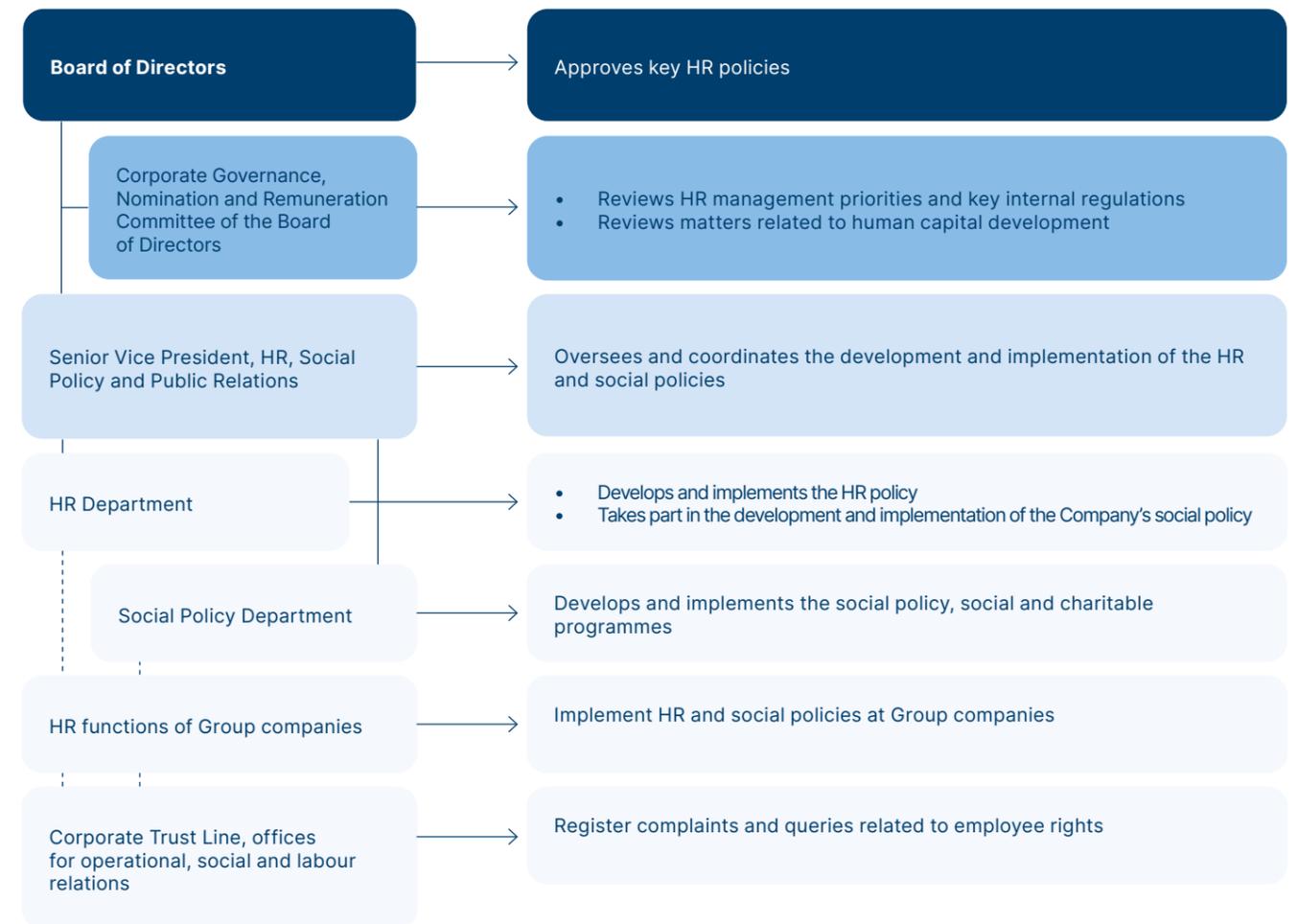


¹ The Board of Directors approved the above MMC Norilsk Nickel's policies and Equal Opportunities Programme.

HR management responsibilities are allocated among Nornickel's various governance bodies and business units in line with their terms of reference.

Key HR management responsibilities

GRI 2-9, 2-12, 2-13



In HR management, Nornickel adheres to international and national regulations and standards, as well as its by-laws.

Staff composition

GRI 2-7/SASB EM-MM-000.B

80,562

the Group's average headcount, of which 99.5% were employed at its Russian companies

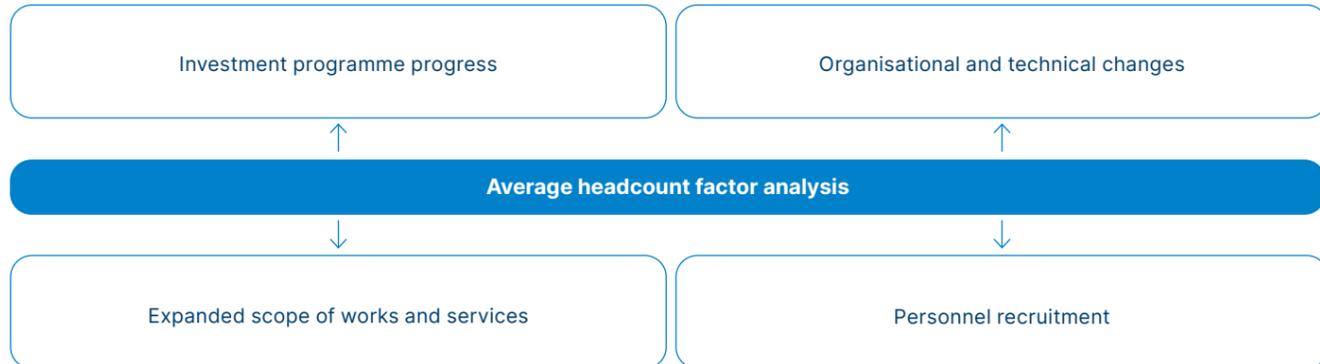
2.8%

growth in the average headcount (2023 vs 2022)

Strong employer brand

In 2023, Nornickel retained leadership in key rankings of the best employers according to HeadHunter, RBC, Forbes, Future Today, and other expert communities

➔ For more details, please see the [Awards and Accolades](#) appendix.



Nornickel is committed to recruiting and developing the best talent.

The headcount¹ of the Group's Russian operations as at the year-end stood at 82,100 employees, with most of them working full time (99%) and under permanent employment contracts (>94%).

As at the end of 2023, there were 1,013 employees working under civil contracts.

Locally hired employees

GRI 202-2

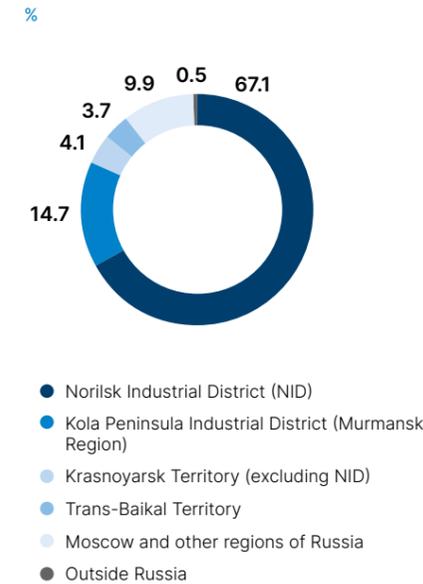
99.4%

share of locally hired executives across the Group's Russian companies in 2023

99.7%

share of locally hired¹ employees across Group companies as at the end of 2023

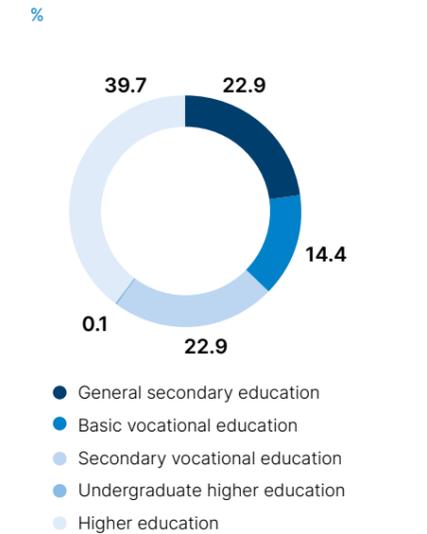
Group² personnel structure by territory in 2023



The majority of the Group's personnel is concentrated in the Norilsk Industrial District (67%) where most of the Group's production assets are located.

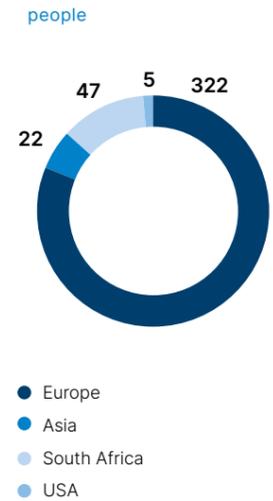
Nornickel takes the responsibility for its impact on the labour markets in the regions where it operates. In hiring personnel, we assess all candidates based on their work experience, qualifications, and education.

Personnel structure by education in 2023



More than one third of our employees (39.7%) have higher education qualifications. Most of them are executives. 22.9% of employees have secondary education qualifications, 22.9% – secondary vocational education qualifications, and 14.4% – basic vocational education qualifications. The share of employees with undergraduate higher education is below 1%.

Headcount of the Group's foreign operations in 2023



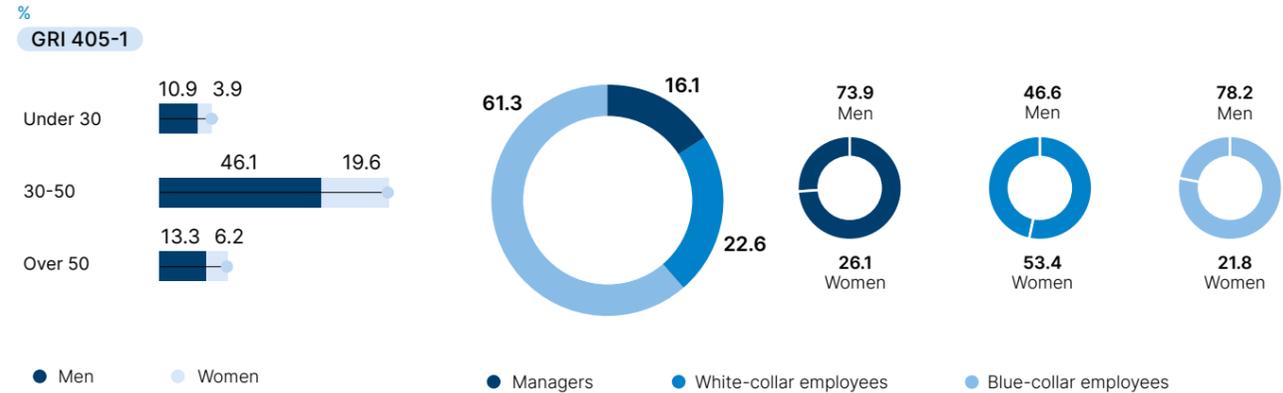
In 2023, the headcount of the Group's foreign operations was flat y-o-y and included: 322 employees in Europe, 47 in South Africa, 22 in Asia, and five in the USA.

¹ Including salaried employees and external part-timers.

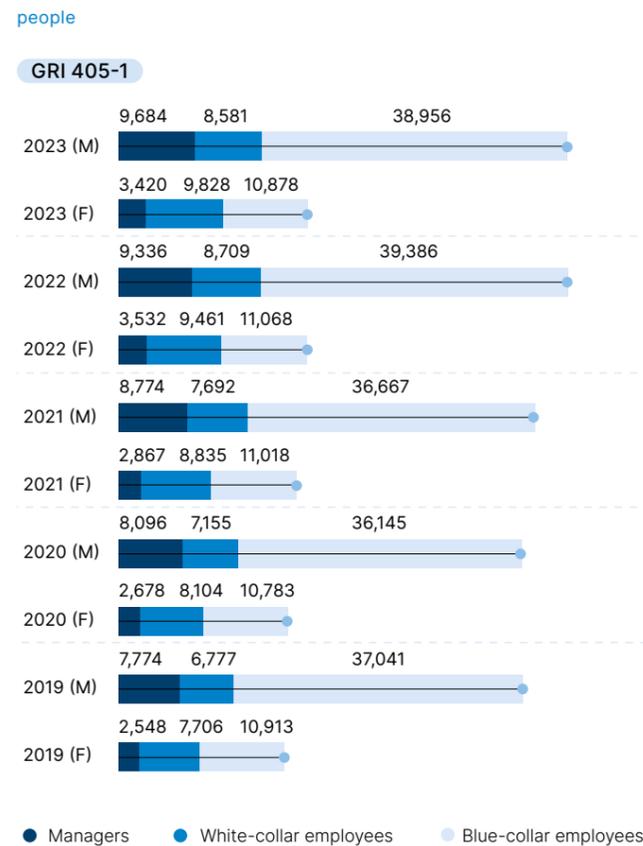
¹ Locally hired employees refer to the employees who are residents of the country where the relevant Group company is incorporated.

² Structure of salaried staff as at 31 December 2023. Group data, including foreign companies of Kola Division.

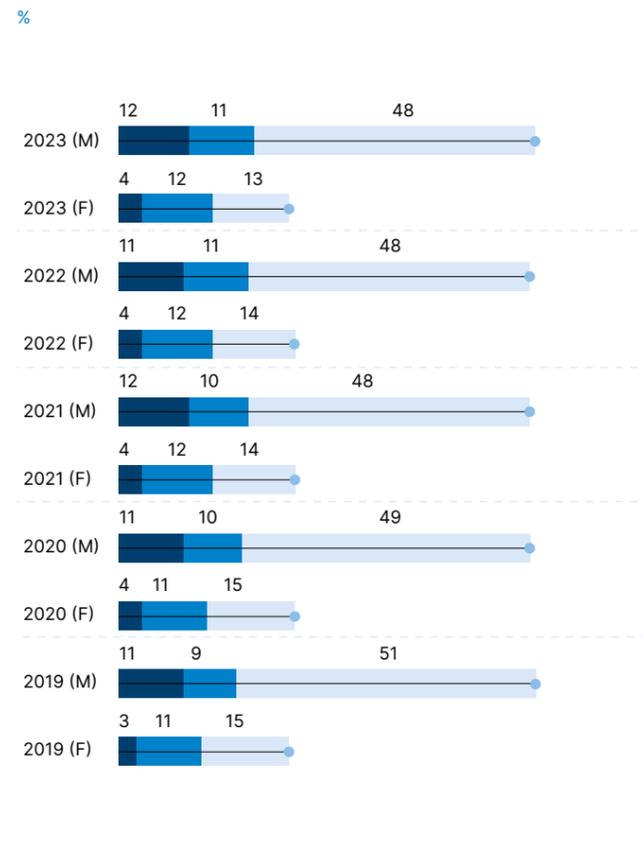
Personnel structure by gender and age in 2023¹



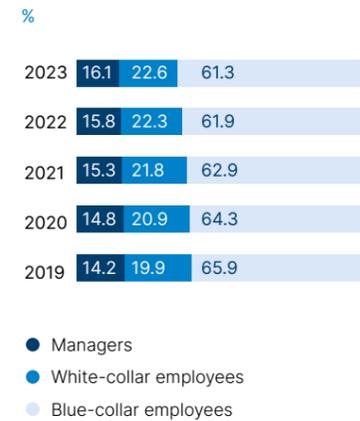
Personnel structure by gender and category in 2019-2023



Personnel structure by gender and category in 2019-2023²



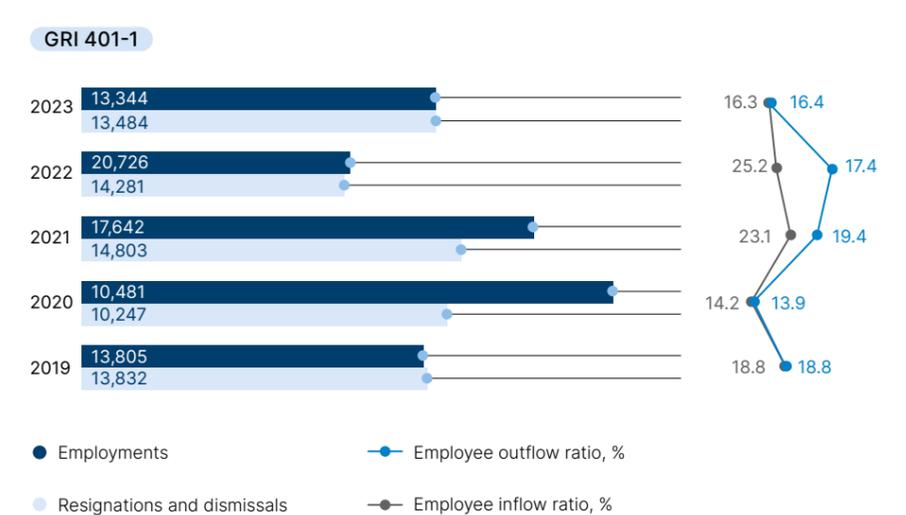
Personnel structure by category in 2019-2023



Blue-collar employees account for the largest part of the workforce (61.3%) due to the nature of the Group's operations. The share of men in the overall headcount in 2019-2023 remained stable at 70-71% due to the harsh working conditions in the climate of the Far North. Female employees prevail in the category of white-collar employees (52-53% in the reviewed historical period).



Key personnel turnover indicators¹



In 2023, Nornickel utilised shift-camp work arrangement, permanent and temporary jobs, and staff transfers within the Group to bolster its recruitment efforts. The Company hired 1,919 people for shift-camp work.

To engage prospective employees from different regions, we launched a recruitment centre in Irkutsk, with the existing centres in Orsk, Ufa, and Norilsk delivering over 14,000 interviews – a 31% increase from 2022. Nornickel's HR Support Centre also commenced operations in Norilsk to directly meet with job seekers and employees. This expansion provided varied application avenues: the corporate website, recruitment centres, a 24/7

call centre, and social media. In total, Nornickel received some 69,000 CVs in 2023.

The reporting year saw the introduction of Orbit, an automated recruitment system, which now keeps an applicant pool of over 270,000 CVs, synced with both internal HR systems and external job portals.

Promotion was also in focus, with over 4,000 employees ascending to superior roles within the Group. The re-hiring programme engaged 880 returners, drawing interest from over 3,300 former employees for Nornickel's vacancies.

¹ Unless otherwise specified, the indicators included in this report represent the Group's Russian operations.
² Data for 2019-2021 was updated as compared to data disclosed in the [2022 Sustainability Report](#).

¹ Russian companies of the Group. Employee inflow ratio: the ratio of new employments to total headcount at the end of the period. Employee outflow ratio: the ratio of all separations to total employments at the end of the period.

Employee turnover



Employee turnover¹ as at the end of 2023 came in at 11.4%. Voluntary turnover² remained stable at 7–8% during 2019–2020. However, in 2021, the figure peaked at 10.5% as a result of the closure and reconfiguration of smelting and metallurgical operations on the Kola Peninsula. By 2022, it had slipped

to 9.2%, and in 2023, it was slightly higher at 9.9%. Under the Sustainable Social Development Strategy, the Company aims to reduce turnover to 8% by 2026. This goal will be pursued through fostering employee professional growth, and the recruitment of young and seasoned professionals.

Personnel recruitment and training under the Sulphur Programme

The Company prioritised staff training at the inception of the Sulphur Programme,

necessitating recruitment of over 500 individuals for the sulphuric acid production and neutralisation shop. By year-end 2023, 418 people were hired, including 64 managers and white collars and 354 blue-collars workers.

In addition to traditional roles like maintenance technicians and electricians, new positions emerged, such as operators of neutralisation and oxidation equipment. Specialised training was created by Omsk

Polytechnic College, combining self-directed theoretical studies with hands-on experience at the Omsky Kauchuk plant.

Seasoned mentors at Norilsk's three Norilsk Division locations – Copper, Nadezhda Plants, and the Talnakh Concentrator – trained personnel for Nadezhda Plant's new facility.

Recruitment spans beyond Norilsk, drawing on both Polar Division's domestic talent and professionals from other regions, such as Vladikavkaz, Bashkortostan, Chelyabinsk Region, Trans-Baikal and Krasnoyarsk territories.



« Norinickel stands as a steadfast and dependable employer. The Company offers a workspace that is both comfortable and accommodating, guaranteeing fair pay, varied suite of social programmes and benefits, along with ample opportunities for career advancement and personal growth. These elements collectively serve as key motivators for most of the Company's workforce.

Maxim Ovchinnikov,

head of road transport, GRK Bystrinskoye (length of service with the Company – 27 years)

Commitment to employee rights

Nornickel respects employee rights and fully takes them into account in its operations.

1

Equal opportunities to unlock professional potential

2

Performance assessment on a fair and impartial basis

3

Employment and promotion based solely on professional abilities, knowledge, and skills

4

Development of and social support to employees, including upholding rights to social security, education, family welfare, shelter, freedom of artistic expression, and participation in cultural life

Commitment to respecting employee rights

5

Recruitment of people with disabilities and ensuring all the necessary working conditions, including work and rest schedule, annual and additional paid leaves, and financial aid¹

6

Respect for internal labour regulations, which are approved in consultation with the trade union organisation, and employees' working hours

7

Ban on child labour in any form, including the involvement of minors under 18 in hazardous and/or dangerous work

8

Ban on employment of women in harsh and dangerous working conditions in the mining industry

¹ The ratio of resignations, dismissals for breach of labour discipline, and negotiated terminations, to the average headcount for the year.

² The ratio of all resignations to the average headcount for the year.

¹ Employment quotas for employees with disabilities account for 2% of the average headcount, excluding employees involved in harsh, hazardous and/or dangerous work, depending on the region and company size.

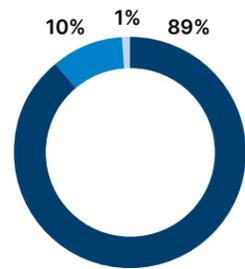
Open communications with employees give them an opportunity to be heard, contribute to Nornickel's progress, and drive improvements. In addition to the Corporate Trust Line, the Group

continued to run offices that address production, social, and labour concerns, ensuring swift and effective problem resolution.

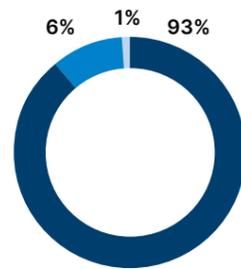
26 offices operated at the Group's companies in the Norilsk Industrial District in 2023

>2,500 staff meetings held in 2023

61,700 employees attended staff meetings



~50,000 queries received by offices in 2023



For **105,600** queries information and advisory assistance provided

- Social and working issues
- Legal issues
- Other issues

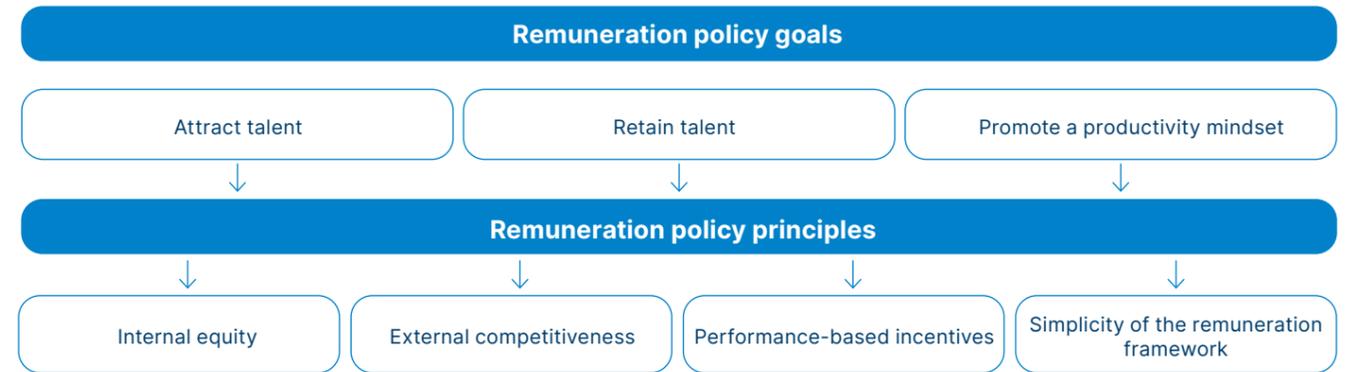
- Company's employees
- Former employees
- Other categories

INCENTIVES AND REWARDS

Nornickel boasts a comprehensive employee incentive framework combining financial and non-financial elements that

enhance work efficiency and productivity, bolster corporate culture, and amplify employee dedication.

The Company's Remuneration Policy oversees financial incentives.



The Company prohibits any discrimination in terms of setting and changing wages based on gender, age, race, nationality, origin, or religion.

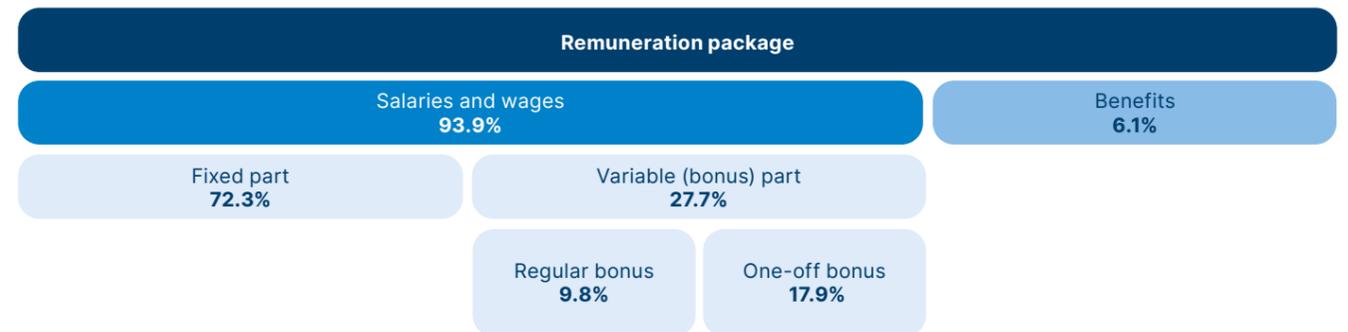
salaries, yearly bonuses, categories for voluntary health insurance, and other elements of remuneration and benefits.

The Company conducts ongoing salary reviews against the national average and in the regions of operation, considering cost of living indicators. Annual salary increments are formulated based on this data. Effective 1 July 2023, salaries were indexed with a 6.1% increase.

A grading framework has been established based on the point factor method of job evaluation that takes into account knowledge and skills, the complexity of tasks, and the level of responsibility. Grade determines fixed

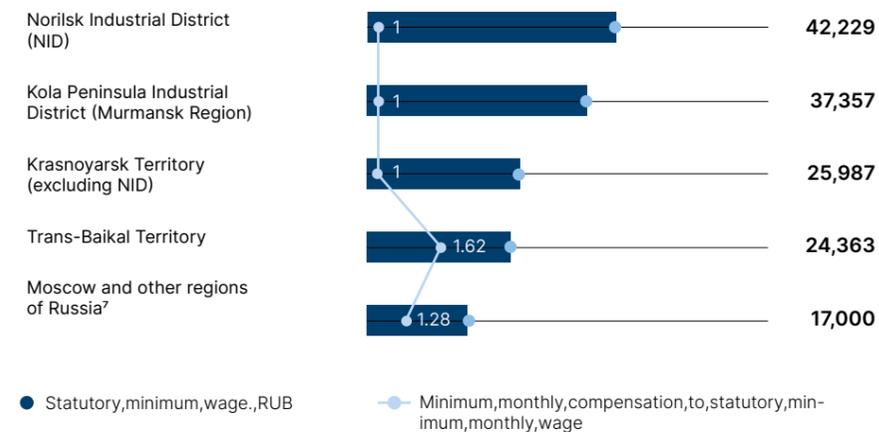
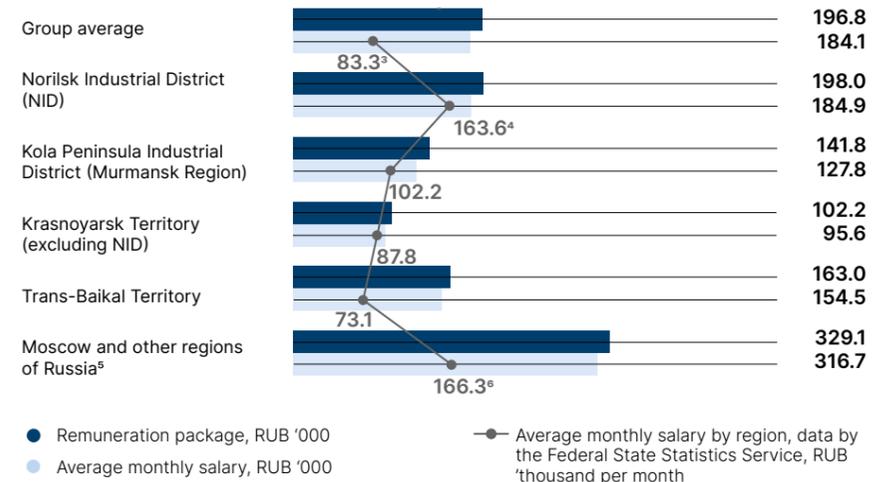
Policies are in place to determine fixed salaries, annual bonus scales, performance-based bonuses, PMO staff remuneration, and criteria for one-off bonuses. In 2023, Nornickel successfully automated the process for calculating annual performance bonuses across all employee categories.

Remuneration package across the Group's Russian operations in 2023, %



Key compensation indicators in 2023 by region^{1,2}

GRI 202-1

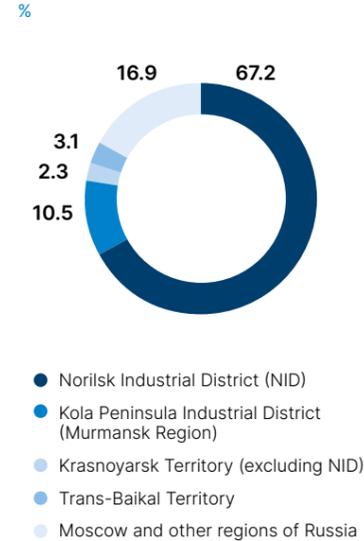


In 2023, a company-wide average monthly salary was 121.1% higher than the average nominal monthly salary accrued to the employees of organisations that are not small businesses across Russia. In particular, it was 49.5% and 110.4% higher than salaries at metal ore mining companies and metals companies respectively⁸.

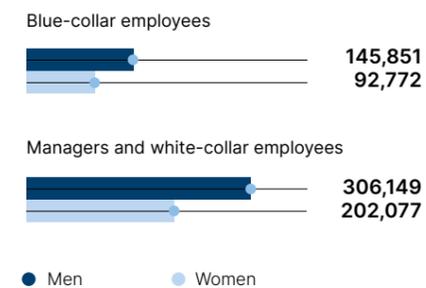
Work on weekends and overtime is paid in line with the Labour Code of the Russian Federation.

Differences in production roles between genders result in a pay gap, with a 57.2% disparity among workers⁹. For managers and white-collar employees

Share of regional payroll in total payroll, %



Remuneration breakdown by category and gender in 2023, RUB



the pay difference between men and women is 51.5%¹⁰.

Salary averages by age bracket are as follows: for employees aged 18 to 29, the average salary is RUB 135,700; for those aged 30 to 44 – RUB 184,400; and for employees over 45 – RUB 204,900.

The Digital Investor corporate programme

In 2023, Nornickel Group initiated Digital Investor, an innovative corporate programme, centred around cutting-edge, secure, hi-tech solutions – digital financial assets (DFAs) – linked to the price of Nornickel's shares. These minetokens entitle employees who hold them to obtain regular payments in the same amount as dividends on Nornickel's shares. The holders can also obtain proceeds from selling (or redeeming) their stake.

All personnel with a minimum length of service of one year as at 1 January 2023 are eligible. The quantity of DFAs allocated correlates with the employee's length of service. One DFA's value equals the price of a Nornickel share at issuance and redemption.

Length of service, years	Number of DFAs
Less than 1 year	–
1–4 years	2
5–9 years	4
10–14 years	6
15–19 years	8
20+ years	10

In the programme's first cycle, Nornickel finances 100% of the CFA's value for employees to purchase.

It comprises two waves spanning from March 2023 to March 2024:

- first wave: Norilsk Industrial District, Moscow, St Petersburg, Sochi, Saratov, Arkhangelsk, Krasnoyarsk Territory;
- second wave: Murmansk Region, Trans-Baikal Territory.

The programme's terms:

- CFAs can be sold to other investors;
- CFAs are redeemed automatically after five years, with payout equal to Nornickel share price at redemption time.

Concurrently with the programme kick-off, we launched an information campaign to raise awareness of the new instrument's specifics, employing tools like hot line, the official website, guides, and video content. To clarify further, we organised a series of webinars in financial literacy and investments featuring top-tier market experts. We also created a bespoke training programme and an online educational

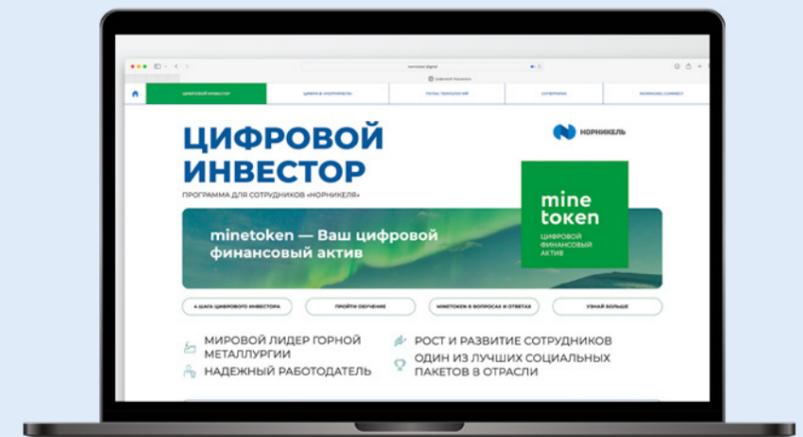
module for employees. In 2023, over 200 HR professionals were trained to become the programme's ambassadors and experts across Nornickel's assets. Additionally, 44,300 employees completed the Tsifronikel training.

By the year-end, over 51,300 Nornickel employees had joined in as digital investors, receiving minetokens.

This programme promotes a progressive model of company-employee relations where collective effort translates into shared success and rewards. This effect not only benefits individual employees but enhances Company-wide performance.

Operating expenditures on the Digital Investor programme in 2023

RUB 7.7 bn



¹ The definition of significant regions of operation is provided in the [glossary](#). This table discloses information only for Nornickel Group's key production and administrative BUs with at least 500 employees.
² Sources of data on average salaries across Russia's regions are the [Federal State Statistics Service](#) and the [Norilsk Administration](#).
³ The average monthly nominal salary in Russia in 2023 was RUB 83.3 thousand.
⁴ The average salary of employees in large and medium-sized organisations in Norilsk in 2023 was RUB 163.6 thousand.
⁵ Other regions include Saratov, Arkhangelsk, Krasnodar Territory, St Petersburg, and others. The average monthly nominal salary for other regions is given for Moscow as the region with the highest value among other regions of operation.
⁶ The average monthly nominal salary in Moscow in 2023 was RUB 166.3 thousand.
⁷ The data is presented for Saratov.
⁸ Source: Federal State Statistics Service: https://rosstat.gov.ru/labor_market_employment_salaries
⁹ The gap is measured as the variance between men's and women's average salaries divided by the women's average salary (among blue-collar employees).
¹⁰ The gap is measured as the variance between men's and women's average salaries divided by the women's average salary (among managers and white-collar employees).

CORPORATE CULTURE DEVELOPMENT

Developing its corporate culture, Nornickel unites proactive and motivated employees of various occupations from different facilities on the basis of the Company's values.

Business Ethics Code

Observance of professional and ethical standards and adoption of core corporate values by all employees contribute to better coordination, higher transparency, and stronger business reputation of the Company. In engaging with stakeholders, the Company and its employees are governed by the [Business Ethics Code of MMC Norilsk Nickel](#).

The Company has procedures in place to address potential breaches of the Business Ethics Code, providing employees with a secure and confidential channel to report violations which are then investigated by the respective functional units. To promote compliance with the Business Ethics Code, the Company has established a system of bonuses and incentives for employees.

Nornickel seeks to single out employees who most actively follow the principles of ethics and integrity in their work.

Training is provided to employees to explain the Code, including a training module on the Code integrated into the Our Values programme, Nornickel Live, and Corporate Dialogues.

Nornickel's corporate culture survey

In 2023, Nornickel conducted a survey on the current state of its corporate culture and the progress made as part of measures to develop it in 2016–2023.

The overall corporate culture assessment indicates its strengthening and homogeneity. Respondents noted that the Company has become more close-knit and adapted to existing changes and challenges.

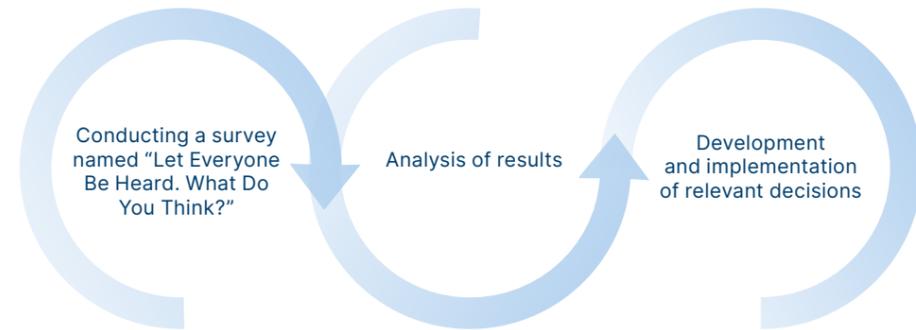
Key takeaways:

- most employees act in line with corporate values;
- among the Company's strengths, the respondents point out a social focus and environmental awareness, development of cooperation and promotion of innovations;
- efforts to develop corporate culture contribute to the growth of employee engagement and the expansion of vertical communications.

In addition, the survey revealed prerequisites to revise elements for the gradual transformation of the corporate culture, which include generational shift, changing environment and business priorities.

Engagement

Management decisions are made following an employee engagement survey conducted by Nornickel on an annual basis.



68% ^{+5 p.p.} (percentage point)
the engagement index in 2023

57,415 ^{+12.9%}
employees took part in the survey in 2023

+6 p.p.
above industry average employee engagement

The maximum growth in 2023 was observed for such engagement factors as employer brand (+7 p.p.), work/life balance (+5 p.p.), and the environmental index (+6 p.p.).

Based on the review of the survey results, more than 500 measures were implemented, 53% of which

are directly related to the achievement of current business objectives (progress of the production programme, ensuring uninterrupted operation of equipment, attracting specialists to remote areas). In addition, the Company focused efforts on enhancing the volume and quality of internal communications, strengthening the bonus component and developing

employee reward programmes, attracting young people, developing talent, and social partnerships.

« My entire career to date has been spent working at Nornickel. The possibility to gain new knowledge and experience, improve my skills, and, of course, interaction with people who will always help and give professional advice – this is what motivates me to work and grow in the Company for 28 years. It comes as no surprise that my eldest son also decided to cast his lot with the Company and now works at Norilsk Concentrator.

Yevgeny Sukhanov,
filterman, grade 5, Copper Plant, Polar Division of MMC Norilsk Nickel
(length of service with the Company – 28 years)

Employee awards

For special services to the country, the Company's employees are honoured with state awards. In celebration of professional holidays and anniversaries, the Company's most distinguished employees may

be nominated for departmental, regional and local government awards for outstanding achievements in labour.

The Company recognises the achievements of its employees at the corporate level in accordance

with the Award Policy approved by the Company and closely linked to Nor Nickel's values and strategic priorities.

For remarkable operating and management performance
For outstanding professional achievements

For promoting innovations that drive growth and add value

Corporate incentives at Nor Nickel

For efforts going beyond formal agreements
with the Company and business improvement initiatives

For outstanding professional achievements

Corporate incentive decisions are reserved to the remit of the Company's President. In addition to corporate incentives, there are internal

incentives awarded to employees on behalf of the management of enterprises where they work.



TRAINING PROGRAMMES

Nornickel's contribution to the Education National Project

Relevant UN SDGs



Related federal projects

Young Professionals

New Opportunities for Everyone

Social Mobility for Everyone

Key initiatives and focus areas

Staff training and development programmes, including the development of the Nor Nickel Academy educational platform

Corporate scholarships for university students and internships with the Group companies

Grants for educational institutions and projects through the World of New Opportunities charity programme (for more details, please see the [Development of Local Communities](#) section)

Nornickel relies on an ecosystem-based approach to staff training, emphasising continuous learning to achieve high professional performance and unlock employee potential.

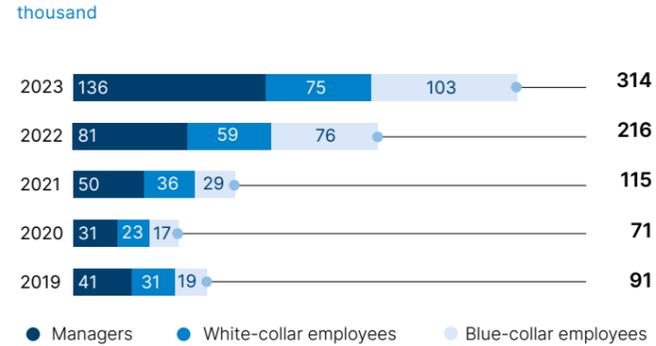
When developing and updating strategic and operational training plans and programmes, the Company considers its own needs and priorities, as well as the input and suggestions of internal stakeholders. Training initiatives cover various employee categories, including potential candidates.



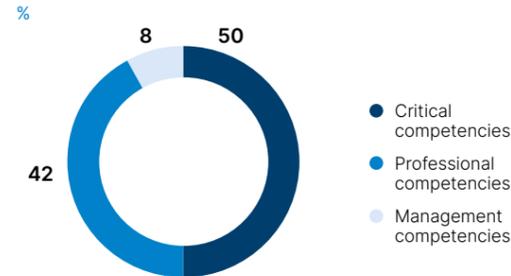
Key personnel training indicators

GRI 404-1

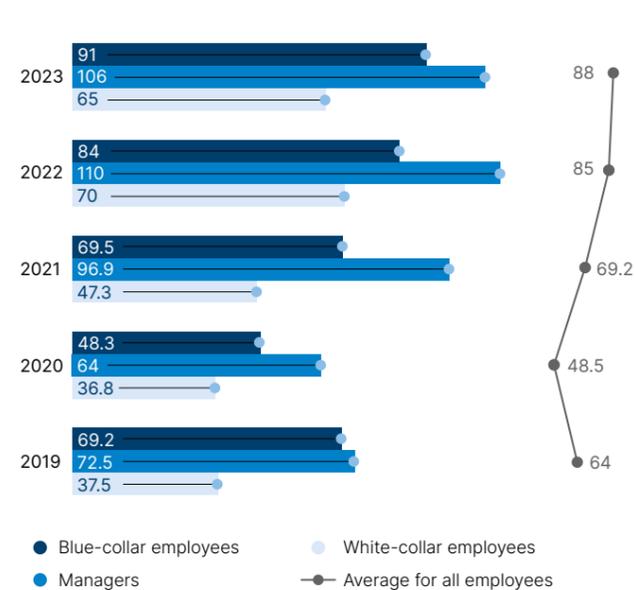
Total training man-sessions, including training, retraining and skill improvement, thousand



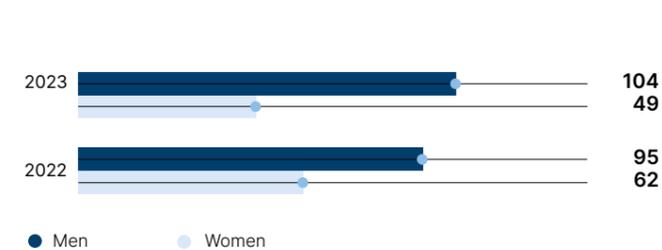
Competency development in 2023¹



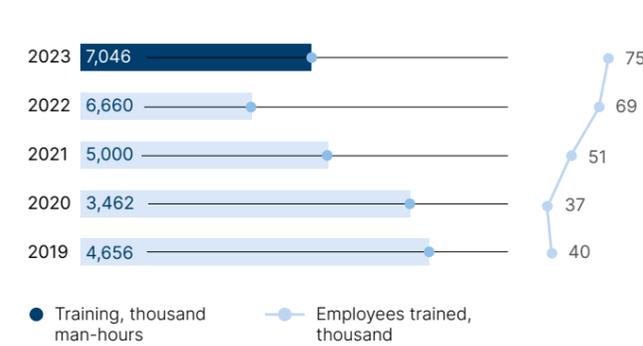
Average annual training hours per employee (based on average headcount)



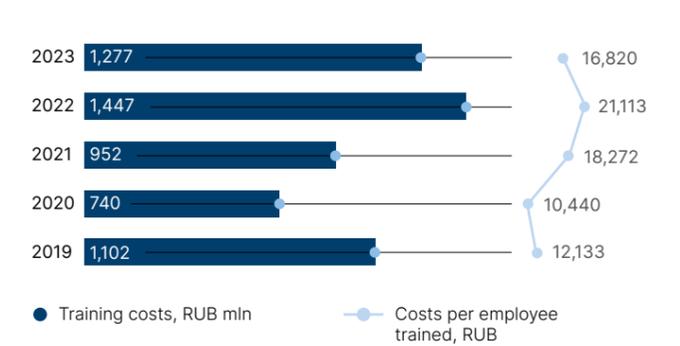
Average hours of training per year per employee



Total training and the number of trained employees



Training costs



The reduction in expenditures in 2023 was due to the increased availability of training programmes at Nornickel Academy and changes in the mix of training initiatives. Cascading management programmes from top to middle management also helped drive costs down.

The reporting year saw a structural shift towards internal training driven by the development of the Nornickel Academy platform as the number of its registered users surpassed 81,000 individuals.

The share of employees who received training grew further to 94.8% of the headcount, covering over 75,000 employees.

The split between remote and face-to-face training formats remained unchanged from the previous year at 70% and 30% respectively.

Operating expenditures on employee training in 2023

RUB 1.3 bn



¹ Share in total competency development training sessions (man-sessions).

Training Strategy for 2022–2025

GRI 404-2

In 2023, Nornickel continued the implementation of its Training Strategy for 2022–2025 with a focus on flexible, personalised, and forward-looking lifelong learning. The Company is gradually embracing digital platforms and networks to enhance educational opportunities.

Key training ecosystem elements



Manager: a role model for employees (mentor, coach, career and development sponsor)



Flexible learning environment: digital and in-person learning environments for an informed choice



Continuous learning culture: learning as a fundamental principle and a tool for achieving the desired results, development as a driver of personal fulfilment and career growth

« I like to be a mentor. I am more than happy to share my knowledge and skills with young talents and new hires. I believe that mentorship is an excellent tool for supporting and nurturing your co-workers.

Extensive practical experience and regular training sessions where we gain valuable knowledge and learn new tools help us arrange the process in the most efficient manner.

Andrey Khvalchev,

equipment maintenance and repair technician, grade 5, Mining Equipment Service Department, Pechengastroy (length of service with the Company – 42 years)

« In my 34 years with the Company, I have participated in the Best Electric and Gas Welders competition on several occasions. This means a lot to me, as professional skills competitions are an important growth point and a tool to test the knowledge and skills of professionals from all walks of life. They also provide a fascinating opportunity to exchange experiences and learn more about best practices.

Participation in such competitions inspires all of us to take a more diligent and responsible approach to our job duties and continuously improve our qualifications.

Vasily Vansovich,

electric and gas welder, grade 5, Norilsknickelremont Maintenance and Construction (length of service with the Company – 34 years)

Training Strategy progress in 2023: priorities and achievements by focus area

1

Enhancing professional excellence

Managing qualification levels

Professional training at Nornickel covers all personnel categories. In 2023, over 65% of our employees improved their qualifications and professional expertise. Face-to-face training was predominantly used for blue-collar workers, while distant learning was the preferred format for white-collar employees.

In 2023, a modular approach was incorporated into Nornickel's professional training practice, enabling internal business clients to participate in shaping learning tracks with a focus on comprehensive training and multiskilling. In line with the modular approach, 10 modular group training programmes were designed specifically for the Company's core jobs.

A unified automated system is in place to monitor professional competencies development, plan online testing of employees, and store test results. It also tracks any violations during the testing process and analyses examinee behaviour.

The Company is focused on attracting young talent and actively collaborates with universities and vocational schools. In 2023, the following initiatives were implemented:

- A five-party agreement was signed to implement the Professionalitet federal project, which involves the establishment of the Kola Metals and Mining Education and Production Centre in Monchegorsk with the participation of vocational schools.

- A roadmap was developed to create a Metals Educational Cluster in Norilsk, involving Nornickel, universities, and vocational schools.
- Twelve Company-specific competencies were added to the educational programmes of the Polar State University, with three new programmes developed.
- Collaboration between the Polar State University and Polar Division was launched to establish a centre for permafrost studies and deep horizon technologies.
- The process of organising student internships and practical training was improved, resulting in an increased number of interns. In 2023, the Company's facilities welcomed 516 interns enrolled as part of our Career Start programme. Additionally, over 200 interns were enrolled as part of the Polar College project. The Conquerors of the North online course for aspiring engineers and business management professionals attracted 2,724 participants. The First Arctic leadership programme saw its third enrolment of talented university graduates who can follow an accelerated career growth path and become first-line managers within 2.5 years (in 2023, over 4,000 applications were received and 20 finalists employed).
- During the summer period, student construction brigades were set up for future miners, metal workers, power engineers, and mechanics. This initiative offers students an opportunity to get first-hand experience in their chosen professions, bridge the gap between theoretical knowledge and practical skills, and work with advanced industry-specific equipment. In 2023, a total of 130 students from the Siberian

Federal University, the Polar State University, and the Polytechnic College of the Polar State University joined the construction brigades.

To facilitate career guidance for children, the Nornickel's [City of Professions encyclopedia](#)-type platform was created. It features an interactive map, specifically designed for schoolchildren, with three cities (Norilsk, Dudinka, Monchegorsk), 13 districts, and descriptions of 147 professions, offering a career aptitude test that provides personalised results highlighting strengths and weaknesses, along with recommendations, accessible through a personal account. The platform serves several target audiences, including schoolchildren, their parents, and career counsellors, and contributes to making informed decisions about future professions.

The Tsifronikel.Junior platform offers five-minute gamified lessons on topics such as cybersecurity, unmanned vehicles, and ecology specifically designed for schoolchildren aged 8 to 12 years old. Currently, the service has over 850 users.

The Company also implements projects that familiarise children with various professions, educational institutions, and the city. They involve guided tours to the facilities of the Company's Polar Division and Kola MMC, as well as to the Sulphur Programme showroom, career tracks (visits to universities and vocational schools), and meetings with professionals during events such as the Nornickel Hour and Nornickel Lessons.

2

Continuous leadership training

Developing corporate competencies and assisting managers in adapting to leadership roles

The Company invests in developing and enhancing a strong management team through continuous training of all managers. In 2023, a Leadership School programme was launched specifically for middle management. It covers three main focus areas: understanding one's leadership role, mastering advanced management practices, tools, and approaches, and gaining experience in cross-functional collaboration. In 2023, a total of 356 leaders completed the programme.

For managers and employees at all levels who underwent a 360-degree competency assessment, a 360-Degree Management programme for corporate and leadership competencies development was implemented in the reporting year. Participants had the autonomy to choose learning topics based on the results of the 360-degree assessment, discussions with their supervisors, and individual development plans. The programme stands out for its format, which combines interactive training sessions, business simulations, and the practical review of real management cases. A total of 59 in-person training sessions were conducted in Moscow, Norilsk, and Monchegorsk, with the participation of 1,081 employees. Furthermore, as part of the programme, all Company employees were also offered nine online workshops catering to skill development needs and garnering over 3,500 views.

Succession planning

To ensure a robust talent pipeline, the Company develops succession plans for all managerial positions on an annual basis.

195

talent committee meetings were held in 2023, with 28 of them involving top management of the Group

>2,200

candidates were evaluated during talent committee meetings

252 employees

were included in the talent pool, ready for promotion within 2023

81%

of managerial positions have either medium or high succession coverage

>4,000

employees experienced career growth by 1 or 2 job grades in 2023

90%

of Top 100 positions are covered by potential successors

In 2023, the Company's talent committees identified the its first-ever list of employees with critical competencies.

High-potential employees selected by the committees were offered to join a mentorship programme. In 2023, leaders from the Company's Top 100 positions, trained and CCE-accredited by the ICF, served as mentors and conducted 40 mentoring sessions.

In 2023, there was a significant increase in the percentage of internal appointments to the Top 100 positions. Out of 19 vacancies, 18 were filled from the Company's internal talent pool.

To support employee growth and development, the Company launched a Career Counselling service, offering individual career consultations. Employees can use the Company's corporate resources to schedule appointments with 38 dedicated career counsellors available through the service.

3

Creating a learning environment

Developing physical learning environment

Every year, Nornickel's infrastructure for employee training evolves to prioritise practical learning experiences. In 2023, the Company set up two fully-equipped lean production laboratories in Norilsk and Monchegorsk, and an advanced simulator in Talnakh enabling employees to hone more than 25 core skills related to working at heights. Over a span of four months, the simulator helped train more than 2,000 employees.

The Corporate University's training base at Kayerkansky's Anhydride mine trains skilled professionals for complex mining operations at metals and mining facilities. In 2023, the underground training base made it to the country's Top 15 industrial tourism destinations.

The new building of the Corporate University's branch in Monchegorsk became a key venue for holding training sessions (with over 1,000 individuals trained) and professional skill competitions as well as hosting various corporate events.

Nornickel Academy development

The Nornickel Academy learning platform became a familiar development tool for 81% of the Company's employees, who completed over 221,000 courses through the platform. The academy offers training courses for employees to enhance their professional and managerial competencies, while also providing insights into the latest trends in education, along with specific tools and recommendations. A collaborative effort with partners is underway to develop a reading room that currently offers over 10,000 freely available books to employees.

Fostering a continuous learning culture

In addition to developing physical and digital learning environments, the Company fosters a culture of continuous learning through various educational initiatives (such as Library Night, Each Day Is a Knowledge Day, New Life Starting on Monday, Tribune, Listen, It's Top Stuff (podcast), as well as open lectures and workshops).

4

Embracing new skills and technologies

Developing critical competencies: digital proficiency, occupational health and safety (OHS), and sustainability (ESG)

In 2023, the share of training dedicated to the development of critical competencies accounted for 50% of the overall training. All employee categories were covered by training programmes focusing on areas of digital proficiency, occupational health and safety (OHS), and sustainability (ESG).

To enrich employees' theoretical and practical knowledge in the field of ESG, online training courses (such as Sustainable Development, and Environmental Protection and Sustainable Use of Natural Resources) were designed and made accessible through the Nornickel Academy platform.

As part of the Digital Investor programme implementation in 2023, the Company prioritised, among other things, the development of financial literacy among its personnel. To this end, a series of webinars on topics covering

effective financial management and goal achievement as well as investment fundamentals were conducted for all Group employees. The webinar materials were uploaded to the Nornickel learning platform, ensuring easy access and availability for all employees.

5

Building a training system

Training takes centre stage among Nornickel's HR services, alongside recruitment, motivation, and compensation realms. Based on the research conducted in 2023, the level of internal clients' satisfaction (NPS index) with training reached 88%, up 4 p.p. y-o-y.

In 2023, the Company continued the transformation of its training system, encompassing the following initiatives:

- implementing the SAP Learning Solution module and automating processes;
- enhancing productivity by embracing lean manufacturing principles and identifying business processes gaps;
- integrating the Monchegorsk branch into the unified system of the Corporate University;
- rebranding the Corporate University.



Nornickel's youth ecosystem

In light of the scarcity of highly skilled professionals in the mining sector, waning interest in engineering careers, a shrinking working-age population, technological complexities, and emerging trends, Nornickel has reimagined its strategies for employee training and engagement. The Company is building an innovative infrastructure (ecosystem) to bring about long-term improvements in the quality of life in the Polar regions, addressing

its immediate employee training and motivation needs and creating a positive vision for the future.

By attracting new talent to the industry, enhancing employee competencies, and nurturing a pipeline of candidates eager to build careers in metals and mining, Nornickel has created a seamless candidate journey, spanning from school to university students and further to young professionals, all within the framework of a unified ecosystem.

As part of this educational ecosystem, Nornickel is developing multifaceted programmes tailored to various age groups, ranging from 5 to 35 years old. By employing state-of-the-art training methodologies such as community building, gamification, and accelerators, the Company is fostering a purposeful choice of pursuing engineering professions.

Category	Goals	Key initiatives and projects implemented by Nornickel
Children (ages 5–17) and their parents	<ul style="list-style-type: none"> Promoting and nurturing interest in engineering competencies Increasing the number of motivated prospective students applying to dedicated universities and vocational schools 	<ul style="list-style-type: none"> Nornickel Lessons Guided tours to the Group's facilities School Break SVET ON LIGA IMAKE City of Professions Tsifronikel.Junior
Students (ages 18–24)	<ul style="list-style-type: none"> Enhancing students' adaptability to the Company's production environment through practical knowledge and skills acquisition Increasing the Company's visibility in educational institutions Driving student engagement with the Company and the youth community in the regions where Nornickel operates Inspiring students to live and work in the Arctic region 	<ul style="list-style-type: none"> Hands-on educational programmes in partnership with educational institutions Conquerors of the North Career Start-Up Polar College Bystrinsky GOK's Generation FAST Student construction brigades
Young talent (up to 35 years old)	<ul style="list-style-type: none"> Attracting and retaining young talent across the Company's footprint Increasing employee loyalty and engagement in corporate activities Developing professional knowledge and skills Building and nurturing an internal corporate youth community 	<ul style="list-style-type: none"> In Good Company First Arctic Those Who Care Plant of Goodness

The development of a youth ecosystem has yielded notable outcomes, including an increase in student enrolment in educational institutions in the Arctic region, a rise in the number of CVs received by the Company,

and the improvement in the employee engagement index among young professionals.

Multiple programmes implemented to engage school students, university students, and young employees

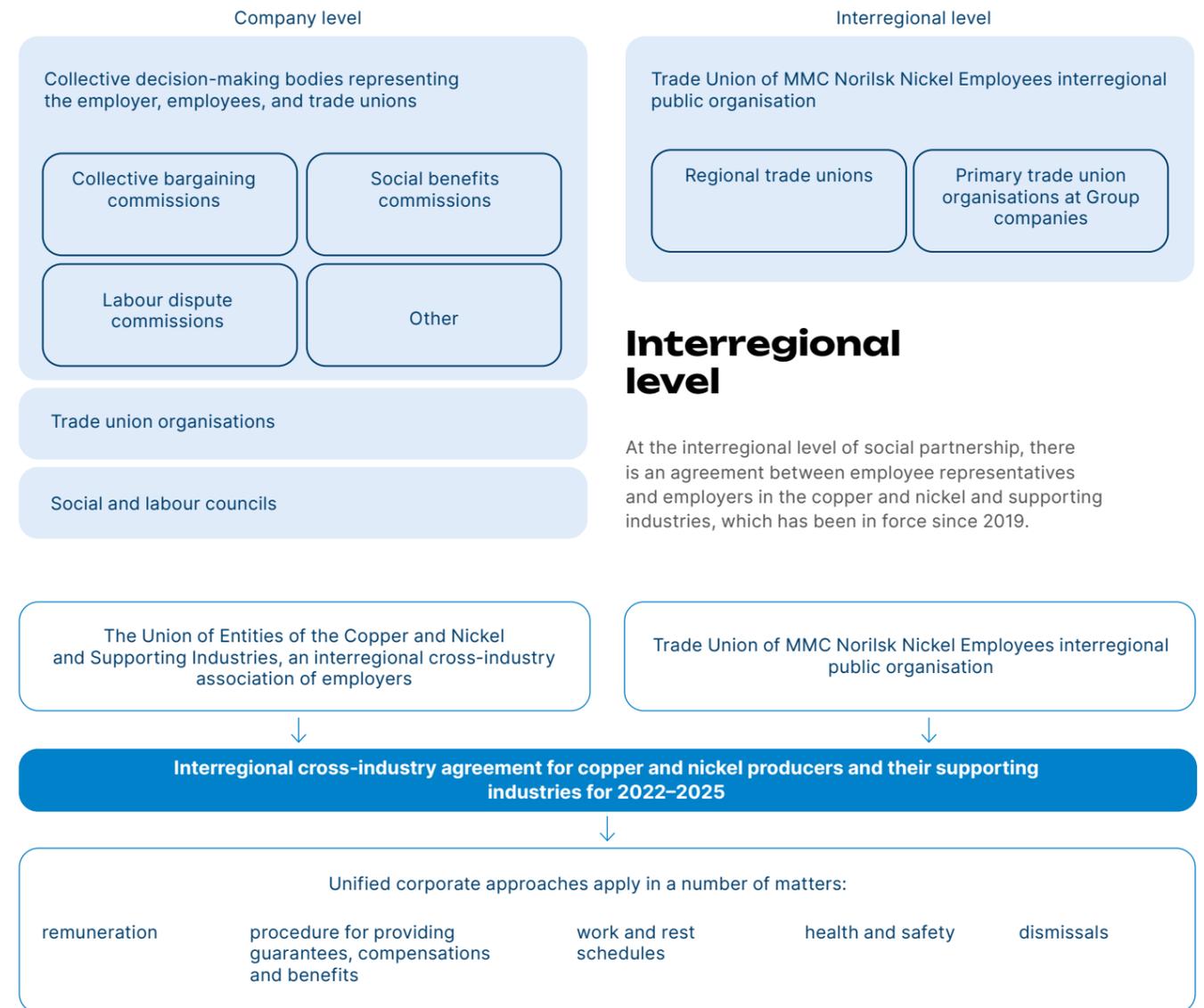
are designed to be further systematised, harmonised and integrated into a unified ecosystem in collaboration with universities, vocational schools, regional authorities, and other stakeholders.

SOCIAL PARTNERSHIP FRAMEWORK

GRI 2-26

In order to align the interests of the Group's employees and employers in terms of social and labour relations, Nornickel develops social partnership at the local, regional, and interregional levels.

Mechanisms for the representation of employee interests



As at the end of 2023, the agreement applied to 21 Group companies, covering 89.6% of the Group's employees.

Company level

The Company has in place an enterprise-level social partnership framework aligned with the Labour Code of the Russian Federation, collective bargaining agreements, the interregional cross-industry agreement for copper and nickel producers and their supporting industries for 2022–2025, and joint resolutions. We follow the [Freedom of Association Policy](#) approved by the Board of Directors.

In 2023, the trade unions and social and labour councils participated in the inspections of the sanitary condition of dietary and general food service providers and quality assessments of food served at the Group's facilities in the Norilsk Industrial District and the Murmansk Region.

As a way to improve understanding of the Company's plans or accomplishments and inform employees about resolutions adopted by the Group's management on social and labour matters, Nornickel presented Human Capital Development Programme and its preliminary results to trade unionists in the reporting year. Apart from that, trade union representatives participated in the awareness-raising campaign launched by the employer to highlight the launch of the Digital Investor corporate programme. The Company believes that such meetings give an opportunity to maintain a constructive dialogue with the representatives of its workforce and receive timely feedback on ongoing corporate changes.

GRI 2-30

22
collective bargaining agreements signed by Group companies

94%
Nornickel employees covered by collective bargaining agreements

7.3%
of the Group's employees are members of trade unions

76.5%
of the Company' employees are represented by social and labour councils

Social and labour relations at Group companies that do not have collective bargaining agreements (6% of Nornickel's employees) are governed through by-laws adopted by such companies in consultation with the employees' representative body (if any) as and when required by applicable Russian labour laws.

GRI 402-1

Nornickel notifies employees regarding significant changes in the Company's activities is full compliance with the Labour Code of the Russian Federation:

- the minimum notice period is at least two months prior to the start of such changes; or
- at least three months prior to the start of such changes if the redundancy decision may lead to large-scale dismissals.

These standards are formalised in all collective bargaining agreements.

SASB EM-MM-310a.2

No strikes and lockouts involving the Company's personnel were reported in 2023.

SOCIAL POLICY

Nornickel's contribution to Russia's national projects

Demography national project

Relevant UN SDGs



Related federal projects

Financial support for families upon the birth of children

Older generation

Promotion of public health

Sports as a way of life

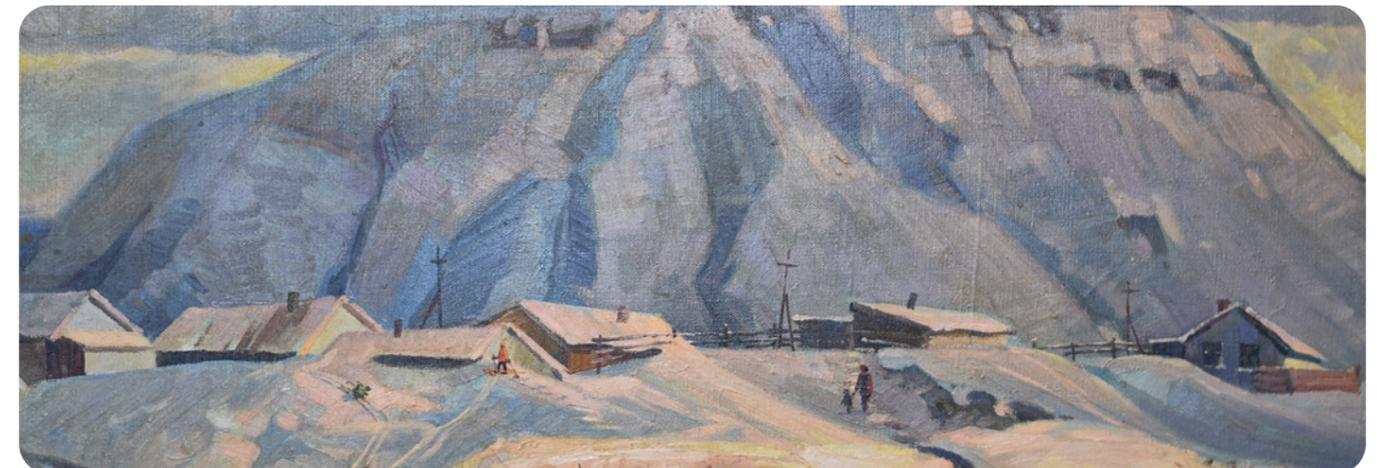
Key initiatives and focus areas

Co-Funded Pension Plan, a corporate private pension programme

Nornickel's Veterans programme, which focuses on supporting unemployed pensioners

Sporting and mass public events programme

Creation of jobs across our footprint¹



¹ For more details, please see the [Development of Local Communities](#) section.

Healthcare national project

Relevant UN SDGs

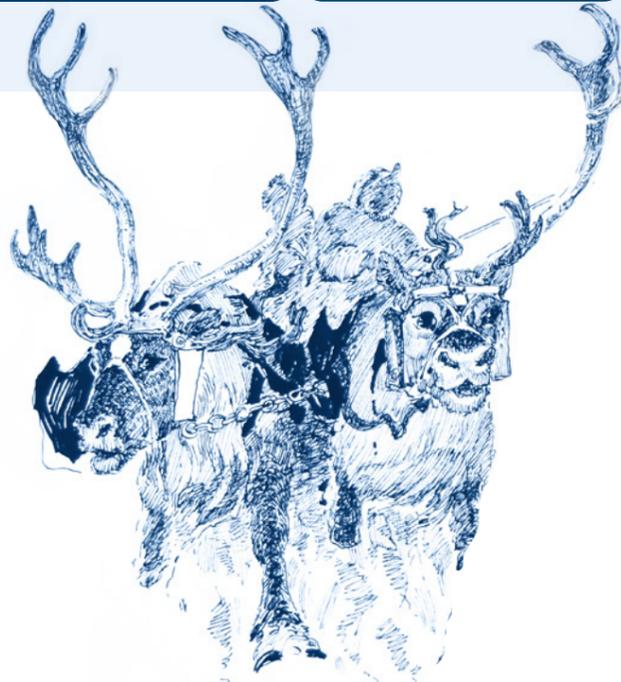


Related federal projects

- Development of the primary health care system
- Creation of a network of national medical research centres and introduction of innovative medical technologies
- Fighting cardiovascular diseases
- Fighting cancer
- Providing healthcare facilities with skilled personnel

Key initiatives and focus areas

- Compensating employees and their families for health resort and vacation expenses (partial compensation for the cost of vouchers)
- Voluntary health insurance for employees and their families
- Conducting occupational health and safety training sessions¹
- Providing employees with PPE¹
- Corporate Healthcare project¹



¹ For more details, please see the [Occupational Health and Safety](#) section.

Benefits and social support programmes

GRI 403-6

Nornickel has a system of social support for its employees, including a wide range of benefits and programmes.

- Health resort treatment and vacation to employees and their families at subsidised prices
- Annual payment (in excess of amounts currently required by Russian laws) of return travel to and from a place of vacation for employees and their families in the Far North and equivalent areas, including associated baggage fees
- Providing a relocation package to those moving to another region¹: lump sum payment for resettlement, reimbursement of travel expenses and baggage fees, monthly rental (sub-rental) payment / compensation for dormitory fees
- Additional employee pensions and other types of social benefits under the existing collective bargaining agreements and internal regulations
- One-off financial aid to employees experiencing certain major life events or hardships
- VHI for employees and their families
- Redundancy payments
- Other benefits and programmes aimed at the social support of employees



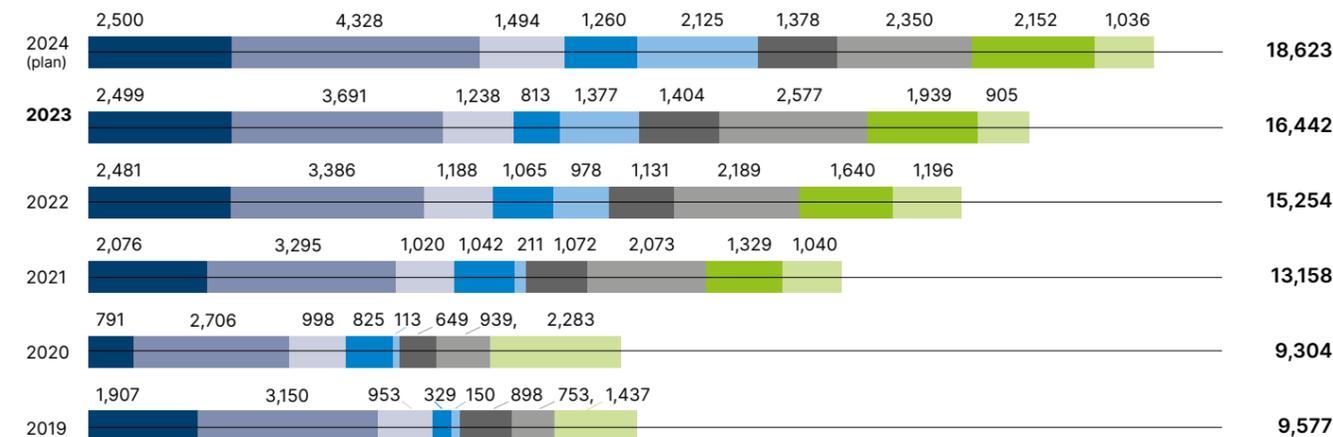
Benefits provided by Nornickel



¹ Subject to provisions of the Employee Relocation programme.

Social expenses and benefits¹

RUB mln



- Health resort treatment and vacations of employees and their families
- Relocation assistance to new employees
- Pension plans
- Housing programmes
- Social projects for employees (development of target categories, sporting events and holiday celebrations)
- Voluntary health and personal accident insurance
- Financial aid and additional benefits to retired and former employees and their families
- Other payments and social expenses (healthcare services, severance pay, etc.)

In 2023, social expenses and benefits totalled

RUB 16.4 bn

up 7.8% y-o-y. Travel and baggage (22.4%), VHI (15.7%), and health resort treatment and vacations (15.2%) accounted for the largest share in total expenses.

Special support for certain categories of employees:



employees with disabilities can apply for additional paid leave (three calendar days per year) and also receive an annual financial assistance of up to RUB 10,000;



women on maternity leave receive an extra payment to reach the full amount of their permanent wages, and women on leave to care for children up to three years of age receive monthly financial assistance;



special attention is paid to professional longevity: the Company provides free health resort vouchers for employees of pre-retirement age.



¹ The 2021–2022 data was adjusted to ensure comparability with the information provided in the [Development of Local Communities](#) section.

Employee comfort programme

To take care of its employees and provide them with comfortable working conditions, the Company runs a dedicated programme, which has been updated and extended several times over the 20-year period of its operation in accordance with the needs of employees: 2003–2010 – Workplace Amenities programme, 2011–2022 – programme to improve social and working conditions of employees, since 2023 – Made with Care employee comfort programme.

As at the end of 2023, the Group companies operated more than 3,500 sanitary, amenity, sports and fitness, catering, healthcare, and recreational facilities with a total area of over 370,000 m².

In the reporting year, 12 Nornickel's branches and Russian business units located in the Norilsk Industrial District, on the Kola Peninsula, and in Sochi participated in the Made with Care programme. The programme saw repairs in line with a group-wide standards handbook, in full compliance with modern architectural and technical requirements, which was recognised by international

awards WOW!HR and Green Property Awards (for more details, please see the [Awards and Accolades](#) appendix).

In 2023, we decided to expand the scope of the Made with Care programme. Repair works include the renovation of façades of administrative facilities, repair and equipping of classrooms, and reconstruction of tourist camping sites in the Norilsk Industrial District and on the Kola Peninsula.

2003–2023 results of the programme

- 848 social facilities repaired
- 464 relocatable buildings purchased
- the costs totalled RUB 15.7 bn

2023 results

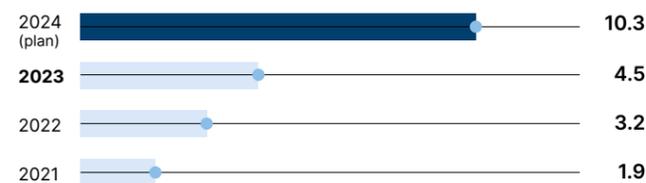
- 138 social facilities overhauled
- the total area of repaired facilities was 21,000 m²
- social and working conditions improved for more than 8,600 employees
- the works cost RUB 4.5 bn (net of VAT)

2024 targets

- 156 social facilities repaired
- repair of several entrances, common use areas, and façades of administrative facilities
- planned costs: RUB 10.3 bn

Costs of the programme to improve social and working conditions

RUB bn



Social facilities overhauled



- Sanitary and amenity
- Sports facilities
- Catering
- Other

OPEX on the Made with Care programme in 2023

RUB 4.0 bn

CAPEX on the Made with Care programme in 2023

RUB 0.5 bn

Health improvement programmes

GRI 403-6

Protecting and improving the health of employees, preventing diseases

and organising adequate family vacations are a significant part of Nornickel's social policy, which is also related to the specific natural and climatic conditions of the Arctic and working conditions at Group companies.

The collective bargaining agreement sets out obligations to implement health improvement and health resort treatment programmes for employees and their families.

Participants of key health improvement programmes, people

Key health improvement programmes	2021	2022	2023	2024 (plan)
Zapolyarye Health Resort (Sochi)	16,592	17,852	17,458	17,208
Including a health resort in the Mountain Olympic Village (7 days) + Zapolyarye Health Resort (14 days)	3,650	3,650	3,650	0
Kolsky Health and Spa Centre (Monchegorsk)	1,564	2,004	1,693	1,693
Vacations in third-party health resorts	1,988	4,190	3,824	2,753
• Russia and Belokurikha health resorts (Altai Territory)	837	895	852	849
• Golubaya Dal' Health Resort and holiday centre (Gelendzhik)	800	1,626	1,716	1,576
• Malaya Bukhta Health Resort (Anapa)	0	700	0	0
• Viktoriya, Tsentrosoyuz-Kislovodsk, Sechenov health resorts (the Caucasian Mineral Waters)	0	380	350	292
• A health resort in the Mountain Olympic Village (18 days)	324	0	0	0
• A health resort in the Mountain Olympic Village + Imeretinsky Resort	0	559	0	0
• Yantarny Bereg and Yantar health resorts (Kaliningrad Region)	0	0	880	0
• other non-corporate health resorts	27	30	26	36
Vacations for children (Vita Health Resort in Anapa, Universiade Village sports camp in Kazan)	1,330	1,527	1,592	1,682
International vacation programme (Bulgaria in 2021 and China in 2024)	3,041	14	0	1,120
TOTAL PARTICIPANTS	24,515	25,587	24,567	24,456

In total, 24,600 people took part in health improvement and wellness programmes in 2023. The most popular destination has traditionally been the Zapolyarye Health Resort (Sochi). The Kaliningrad Region became a new holiday destination in 2023. Children of the Company's

employees spent their summer holidays in a health resort on the Black Sea, and a children's sports group was organised at the Universiade Village in Kazan.

Health improvement and health resort treatment programmes are selected on an individual basis and in line with results of medical examinations of employees.

Operating expenditures on healthcare resort treatment in 2023

RUB **2.5** bn

In addition to health resort treatment, the Company promotes a healthy lifestyle by facilitating regular fitness sessions of its employees and holding annual corporate sports festivals and competitions (for more details, please see the [Sporting and Mass Public Events Programme](#) section).

Voluntary health insurance

All the Company's employees are provided with VHI policies that protect them from unforeseen medical expenses and guarantee qualified medical aid in an insured event. In addition, Nornickel allows its employees to insure a close relative (spouse, parent, or child) at a corporate rate.

The VHI policy covers a wide range of medical services. Given the specific nature of long holidays, employees living in the Far North can use VHI policies to access healthcare services not only where they live but in all the areas that the policy covers. All insurance programmes offer the same set of services for various personnel categories; the only difference is the level of healthcare centres and the region of coverage.

In 2023, Nornickel improved the terms of personal accident insurance in certain regions.

Co-Funded Pension Plan Programme

GRI 201-3

Since 2007, Nornickel's employees have been offered an opportunity to join the Co-Funded Pension Plan, a corporate private pension programme.

10,400

employees of 24 Group companies were participants of the Co-Funded Pension Programme as at the end of 2023

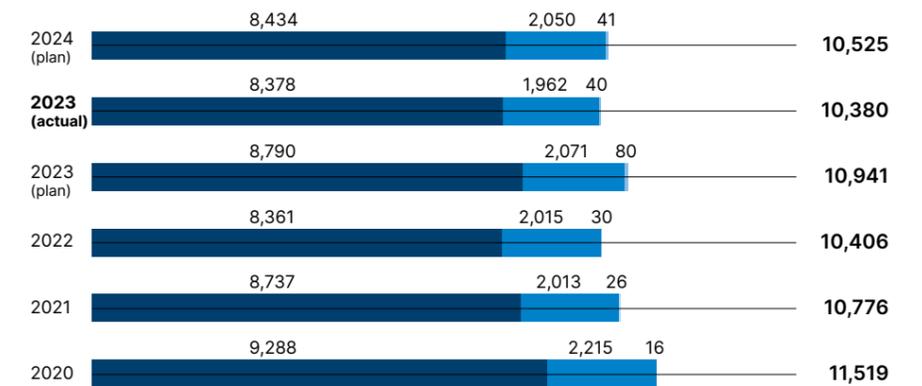
≈ **4,000**

people receive payments under the Co-Funded Pension Plan

The programme provides for two pension plans: Parity and Corporate. Under the Parity Plan, pension savings are co-funded by the employee and the Company on a parity (equal) basis. The Corporate Plan is designed for highly skilled employees and/or employees with highly sought-after occupations; within this plan, Nornickel finances private pension plans for such employees.

In 2023, an average participant contribution amounted to 3.9% of the employee's salary, or the Company's monthly average of RUB 6,718.

Participants of the Co-Funded Pension Plan, by region people



- Norilsk Industrial District (NID)
- Kola Peninsula Industrial District (Murmansk Region)
- Moscow and other regions of Russia

Co-Funded Pension Plan: 2023 highlights

Indicator	2023
TOTAL COMPANY COSTS (RUB MLN)	755.4¹
Participant contribution	
Average contribution per participant, % of wages	4
Average monthly contribution per participant, RUB '000	6.8
Company's contribution under the Parity Plan	
Average contribution per participant, % of wages	3.9
Average monthly contribution per participant, RUB '000	6.7

In addition to the Co-Funded Pension Plan Programme, the Company offers:

- Complementary Corporate Pension Plan (a lump-sum payment from the Company's funds for employees aged 55–65 with at least 20 years of service upon their resignation and relocation outside the Norilsk Industrial District) with 445 participants in 2023;
- Lifetime Monthly Corporate Pension Plan (for Company employees awarded the Badge of Honour) with 254 participants as at the end of 2023.

Operating expenditures on pension plans in 2023

RUB 1.2 bn

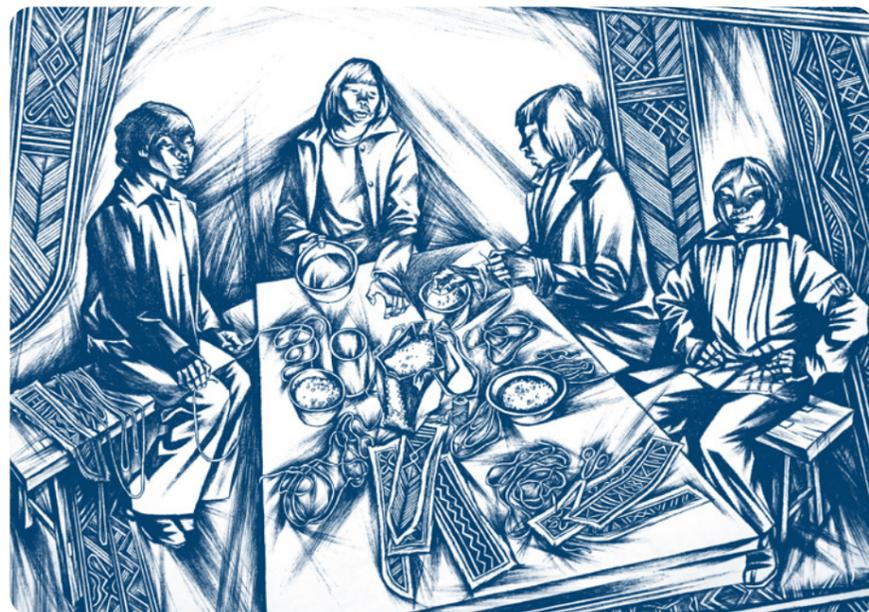
Programmes supporting former employees and their families

In addition to the non-governmental pension plan, the Company implements the following continuous support measures for former employees:

- the Company's Veterans programme supporting unemployed pensioners who permanently reside in Norilsk. The main eligibility criterion is the employee's length of service with the Company;
- the Pensioner Financial Aid Fund grants financial aid to former employees who retired prior

to 10 July 2001 provided they had been employed by the Company's units for more than 25 years and permanently reside outside of the Norilsk Industrial District. The Fund relies on voluntary monthly contributions from employee salaries and charitable contributions from the Company's budget;

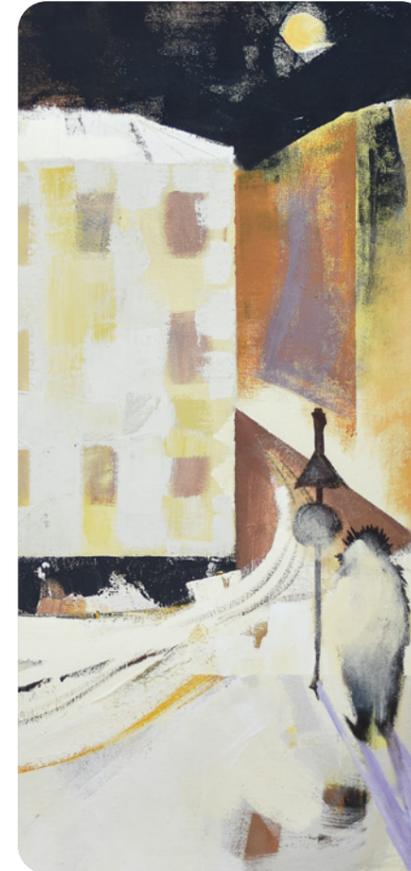
- targeted financial assistance for former employees and their family members (paying for medical treatment, medications, funeral services, helping those in financial distress).



¹ According to the consolidated financial statements, total expenses under the programme amounted to RUB 769 mln in 2023. The discrepancy with the data presented herein is due to the review of expenses for previous reporting periods and inclusion of unaccounted expenses for the reporting period in the consolidated financial statements.

Housing programmes

The Company has been implementing housing programmes (Our Home / My Home and Your Home) for more than a decade. Under these programmes, participants get the opportunity to acquire apartments in the Moscow and Tver regions, Krasnodar Territory, and Yaroslavl on special terms.



Our Home / My Home programme

Employees are provided with housing under a commercial lease agreement with a purchase option

Participants: highly skilled and sought-after employees under 50 years of age with at least five years of continuous service, whose occupation/position falls within the priority focus areas.

The corporate Our Home / My Home and Your Home housing programmes use a co-financing mechanism:

the Company pays up to 50% of the apartment cost, but in any case no more than RUB 3 mln

Your Home Programme

Employees receive housing under a sales and purchase agreement with payment by instalments

the rest is paid by the employee within a certain period of employment with the Company (from five to ten years)

6,118 apartments provided to the Company's employees since the start of the programmes

24 business units and branches of Nornickel Group covered by the programmes in Norilsk, the Taimyrsky Dolgano-Nenetsky Municipal District, Krasnoyarsk, and the Murmansk Region

> RUB 28 bn total investments in housing programmes (the purchase of apartments and infrastructure development)

Subsidised Loan Programme

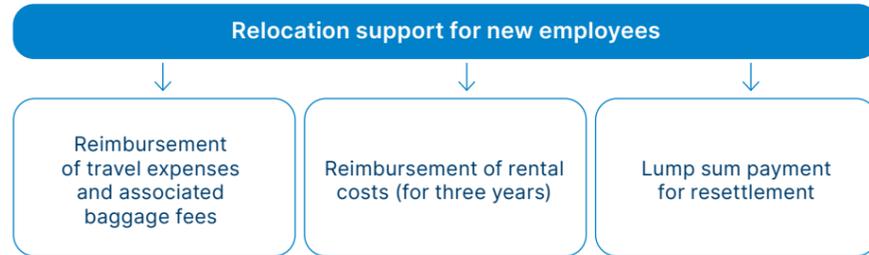
Employees receive partial reimbursement of mortgage loan interest and/or an interest-free loan for a down payment to purchase a home in any Russian region.

1,600 employees of the Company benefited from subsidised loans since the programme inception

26 business units and branches of Nornickel Group covered by the programme

Relocation support programme for new employees

Nornickel provides assistance in relocating newly hired employees, their family members and apprentices (candidates) with whom the Company has entered into professional training contracts to their place of work in Norilsk and the Taimyrsky Dolgano-Nenetsky Municipal District from other Russian regions.



In 2023, 17,100 employees accessed our automated system for employee onboarding covering 27 Group companies. Over 3,500 managers and more than 1,000 supervisors helped

with the onboarding of new employees, providing them with various kinds of support and assistance.

With 1,900 employees joining the relocation support programme in 2023, it now has a total of 4,615 participants.

Operating expenditures on the relocation support programme in 2023

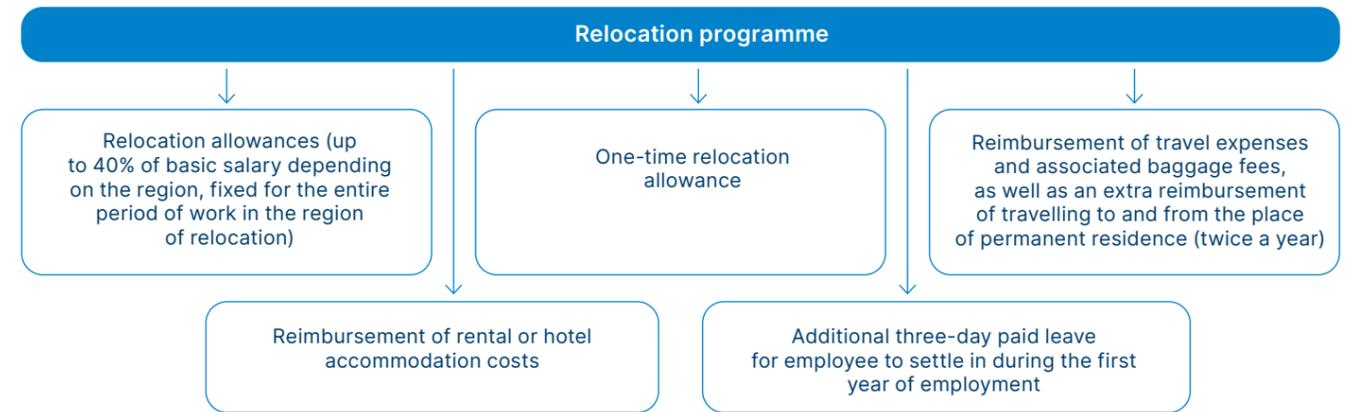
RUB 1.4 bn



Relocation programme

In 2023, Nornickel continued to implement its Relocation programme to ensure comfortable adaptation

of employees to a new place of residence when moving to another region to perform new job functions.



Our relocation programme provides employees with an opportunity for personal and professional growth and development, addresses the problem of filling vacancies

in a certain region in the absence of duly qualified candidates in the local labour market and within the company.

As at the end of 2023, it covered 61 of the Company's employees, including 27 new participants who joined in 2023.

Staff well-being support programme

The corporate Nornickel Will Support programme consists of three components: health, supporting those

in need, and training in useful knowledge and skills. The services are available to any employee of the Company.

Programme component	Description
Telemedicine – a health care service	Included in each employee's VHI package, Telemedicine provides online access to healthcare services without queues. Emergency and scheduled consultations are available. Appointments and communication with the doctor takes place via the insured person's personal account, where the history of visits and medical reports are also stored.
Remote advice on legal, psychological, financial, and healthy lifestyle issues	The PRAVOCARD service provides an opportunity to consult a qualified lawyer, psychologist, financier, or healthy lifestyle expert by phone, video conference, or online chat (in the mobile app or on the website). Everyone who joins the service receives a personal account with secure access, where the history of consultations is saved, and the number of such consultations is unlimited. In 2023, 3,331 consultations were given, with psychology being the most in-demand field. Employees are positive about the service, with an average rating of 4.97 out of 5.0.
Service of webinars with experts	Nornickel introduced a service of online training with leading experts, which can be accessed by the Company's employees from any location. In 2023, webinars covered such topics as managing emotions and stress, developing useful habits to achieve goals, being proactive and influencing one's social well-being, managing personal finances, and building family relationships. On average, there is one webinar per month with 300 to 500 online connections, while the rest of the staff can watch the recorded webinar later on.

Social support to employees facing redundancies due to closure of production facilities

GRI 404-2

As Norinickel decided to reconfigure its mining capacities in the Pechengsky District, including the mothballing of Kaula-Kotselvaara mine

and the resulting termination of production, a set of social support measures was developed for the mine's redundant employees and agreed with the Social and Labour Council and trade union organisations.

Mothballing of Kaula-Kotselvaara mine

Support for employees who decided to end their employment with the Company

- A severance payment of six months of employee's average salary (as well as additional payments for retired employees, socially disadvantaged categories of employees, and participants in the Succession Programme¹);
- early eligibility to a corporate pension for participants of corporate pension programmes subject to their eligibility to a pension based on old age, disability or long service;
- reimbursement of the cost of relocation for the employee and their family;
- reimbursement of associated baggage fees;
- an option to early terminate participation in housing programmes for the benefit of the employee;
- retention of the VHI policy for a calendar year from the date of dismissal.

Support for employees who move to work with other business units of the Company

- Reimbursement of rental costs associated with relocation to another city;
- retention of the salary level achieved by the time of being made redundant (for a calendar year);
- reimbursement of the cost of relocation for the employee and their family;
- reimbursement of associated baggage fees;
- priority right to participate in the Group's subsidised loan programmes with a view to purchasing housing at the new place of work;
- training / retraining / certification of qualifications for a new occupation/role at the cost of the Company.

We provided a full package of social benefits to the people facing redundancies at Kaula-Kotselvaara mine, including comfortable relocation to other sites, retraining, and pension plans. The Company launched a dedicated Norinickel Employment Centre focused

on providing comprehensive support to the employees facing redundancy (including information, consulting, and career guidance support) and cooperating with the other business units of Norinickel Group on employment opportunities for its redundant

employees. All staff-related measures were taken in compliance with the requirements of labour and employment legislation and our social support programme.

RUB 649 mln
estimated cost of the programme in 2023–2024

RUB 433 mln
actual cost of the programme in 2023 (86.7% paid to redundant employees as a compensation, severance pay, or financial aid)

226
redundant employees (including 190 mine employees, 36 employees of other business units who expressed a desire to terminate their employment)

299
employees obtained jobs within the Group

Development of corporate communities

Norinickel employees have the opportunity to share their interests with like-minded people beyond their job functions by joining corporate communities, which contribute to higher engagement, help build internal expertise and obtain new impulses for the development of the Company, its regions of operations, and each individual.

at improving the economic efficiency and achieving the Company's ESG goals (priority topics include occupational safety, environment and environmental protection, digitalisation, corporate culture development, increasing labour productivity, and promoting the employer brand).

There are two key actors at the heart of Those Who Care programme: business customers (managers) who identify the problem to be solved and participants who come together in teams to implement the project. As the team includes employees from different business units, such synergy helps view the problem in a different light and find new, effective solutions that meet the Company's needs and external trends. For the project to be successfully implemented, its participants can ask the business customer to provide them with managerial, administrative and financial resources. Mentors provide support at all stages, and external experts are involved whenever necessary. The participants can learn, attend regular meetings of the Change Practitioners Club, communicate with renowned experts, and join internships.

In 2023, the Trans-Baikal Division joined Norilsk and Kola divisions to participate in the programme. The project attracted a significant number of GRK Bystrinskoye employees.

Plant of Goodness corporate volunteering programme

The Plant of Goodness corporate volunteering programme covers a wide range of environmental and social projects that bring together employees around shared values and strengthen teamwork and communication between business units.

➔ For more details, please see the [Corporate Volunteering](#) section.

Those Who Care corporate programme

Since 2021, Norinickel has been building a platform for sharing experiences and constructive interaction that takes into account the interests of employees, managers and the Company as a whole by generating and then promoting the ideas of proactive employees aimed

« The team of metalworkers I work with frequently comes up with improvement initiatives. We think it very important that the results of our work are of high quality and durability. The Company welcomes every idea, and for me personally this is very encouraging.

I am an enthusiast of creative labour, so I am especially proud when I see that the structures we have erected on our production sites are already in operation.

496
employees from Monchegorsk, Murmansk, the Pechengsky District, and the Trans-Baikal Territory applied for the programme in 2023

21
managers became business customers

41 of 47
business tasks were selected as projects

41
project teams formed as a result of the selection process in 2023

Yevgeny Burov,
metalworker, grade 5, Construction Materials Plant of Norilsk Production Support Complex (length of service with the Company – 28 years)

¹ Training of the employee facing redundancy by another Company employee who has reached the retirement age, with the severance payment to the mentoring employee upon the training completion.

In Good Company, a corporate youth programme

Launched in 2022, the In Good Company programme is Nornickel's first corporate community for young people with the focus on two target audiences:

the Company's employees under 35 and students and young professionals outside the Company.

The programme consists of four focus areas to allow each participant to unlock their potential and bring their ideas to life.



Track	Goal	Participants
Professional practice	Promoting out-of-the-box thinking. Building a team of like-minded people in a themed community	Innovators and facilitators aiming to boost the Company's efficiency and their own professional progress
Growth	Providing our young employees with an opportunity to achieve career and life success	Active, engaged and loyal young employees ready to develop and learn new things
Social practice	Involving young employees in territory development projects and retaining them in the regions where the Company operates through the creation of a social corporate community	Employees who are ready to address regional problems and are looking for new opportunities and approaches to do so
Creativity	Fostering the development of young people's creative, intellectual and sports skills. Involving people in the joint development and implementation of corporate events	Smart and creative people or anyone who wants to know more about the Company and the region

Participants will be able to kick start and deliver their own projects and earn points that can be exchanged for merchandise or one-on-one advice from Nornickel's top managers.

For the convenience of all participants, the Company runs a proprietary secure online app – a social network in which users are free to choose any number of tracks and activities and can find new friends and interests, as well as interact with each other regardless of position, profession or location.

Since 2023, the In Good Company programme has been helping young people navigate through Nornickel's corporate programmes and external partner projects.

In Good Company: statistics

> 25
large-scale events and off-track activities conducted online and offline

> 260
educational, useful and entertaining tasks made available in the app

> 6,600
employees registered in the app

> 12,600
tasks completed in the app

> 4,400
tests passed in the app

> 1,800
participants joined through the referral programme

> 300
prizes awarded to the most active participants

Women in Mining Russia

WIM Russia Association, of which Nornickel is a key partner, is focused on promoting professional development of women, raising awareness of engineering jobs in the mining industry, and developing a platform for professional communications.

In 2023, WIM Russia held its Talented Woman in the Extractive Industry award ceremony in Moscow for the third time. The award received 451 entries, which is 16% more than in 2022, and brought together women from 57 Russian and CIS companies, with 27 coming out winners. Nornickel's employees received five out of ten nominations:

- Leader of the Future – Anastasia Avdeyeva (Snegiryova), hydrometallurgical operator, Kola MMC;
- Innovator of the Year – Ksenia Struchkova, analyst engineer, GRK Bystrinskoye;
- Inspiring Leader – Yelena Varankina, Head of Office, Medvezhy Ruchey;

- Environmentalist of the Year – Natalia Semenova, manager of the Business System Development Analysis and Monitoring Team, Polar Division of MMC Norilsk Nickel;
- Internal Communicator of the Year – Marina Shevchenko, Head of OHS section, Norilskgazprom.

Another ten female employees of Nornickel became prize-winners in various nominations, and 13 earned a Jury's Choice award.

Participation in and winning the competition have an impact on the further development

and professional growth of the participants: for example, Nadezhda Platonova, the winner in 2022 Breakthrough of the Year nomination, was upgraded to the Head of the Occupational Health and Safety Department at MMC Norilsk Nickel, while Darya Shmakova, who won the 2022 Jury's Choice award in the Leader of the Future nomination, was promoted from the chief expert of gas treatment and recycling engineering support laboratory of Nornickel's Polar Division to the position of the Head of the Laboratory.

Sporting and mass public events programme

The Company traditionally supports programmes to promote physical activity and improve the health of its employees by creating opportunities to go in for various sports and take part in corporate competitions.

To coordinate the relevant policy, Nornickel has a dedicated council in place to organise and improve sports and physical activities in the Company and its Russian business units, as well as to review and approve the plan of corporate sports events for the current year. Information on the Company's mass sports events is published on the corporate portal and social networks.

The most prominent events of the sporting and public events calendar are corporate contests geared towards employees and local residents. In 2023, the following events were held:

- the 62nd Nornickel Spartakiad comprising 14 sports in the Spartakiad proper and 6 sports in the Spartakiad for retired athletes;
- the 69th Kola MMC Spartakiad comprising 17 sports;

- corporate competitions in alpine skiing and snowboarding, cross-country skiing, swimming, volleyball, futsal, basketball, and ice hockey, as well as "Dad, Mum and I – a Sporty Family" family competition and Polar Division Olympics;
- sports events dedicated to high days and holidays (Defender of the Fatherland Day (bullseye shooting tournament), Miner's Day (futsal tournament), Metallurgist Day (Nornickel's corporate track and field race));
- various tournaments in the following leagues: Night Hockey League, Zabeg. RF, etc.;
- training sessions in various sports.

In 2023, the Company joined the Association for the Development of Corporate Sports and created a user-friendly information portal on corporate competitions.

27,000

participants in our sporting and fitness events in 2023

55,000

views of all our corporate competitions streamed online in 2023

« Nornickel is a truly sports-oriented company supporting the construction of fitness training infrastructure in Russian regions, organisation of mass sports events, and involvement of employees in an active lifestyle to improve their health. The nickel tankhouse with which I have been associated for many years is at the forefront of sports: my colleagues and I win prizes at spartakiads and corporate competitions, are members of various sports teams, and attend meetings with famous athletes. The healthier the employees, the more productive they are.

Konstantin Smirnov,

head of nickel tankhouse, Kola MMC (length of service with the Company – 27 years)

Sporty Nornickel corporate project

To foster healthy habits among employees, encourage healthy lifestyles, and strengthen team spirit, the Company has developed Sporty Nornickel, a mobile app where users perform sports activities together, take part in healthy lifestyle

contests, and read useful materials. With the platform, you can go on a virtual journey through the regions where the Company operates. The app counts all the kilometres covered and minutes spent on training and uses a special ratio to convert

them into internal currency – "charges", which can be spent on the purchase of branded accessories and clothing as well as an additional healthy diet course.

107 teams registered in the app

92% employee engagement

>3,000 active users



CORPORATE VOLUNTEERING

Corporate volunteering at Nornickel promotes employee involvement in charitable activities and in addressing social issues and provides opportunities for personnel self-fulfilment and improvement of social well-being while also strengthening the Company's ties with local communities, charitable foundations, and other stakeholders.

The Company's socially significant volunteer initiatives are aimed at developing local communities and improving the well-being of local

residents, enhancing operational efficiency through better internal communications, creating soft skills, and providing non-financial incentives.

Plant of Goodness

The Plant of Goodness corporate volunteering programme brings together the Company's expertise and its vast track record of social and environmental initiatives. Since its inception in December 2015, the programme has expanded significantly. Over the eight years, it has expanded its outreach to more than 4,000 people from several hundred participants; the number of annual events has grown sevenfold, from 60 events in 2016 to 410 in 2023. The Plant of Goodness programme is now implemented in all cities where Nornickel operates. Nornickel's volunteers attend international and Russian forums and expert platforms as participants, speakers, and moderators. The skills and expertise they obtain doing this kind of work help them not just in everyday life, but also in their extra-professional skills and career pursuits.

2015
the year when the programme was launched

40+
partners involved in the implementation of the programme

In 2023, the Plant of Goodness won the Employer Brand Award & Summit in the Good Deeds category, which includes social projects involving employees and aimed at supporting local communities, volunteering, and charity.

~4,000
Company employees, representatives of non-profit organisations, and passionate citizens take part in the programme every year

410
volunteer events held in 2023 (development programmes, environmental marathons, ecological shifts, charity fair, personal donation programme)

LET'S DO IT! ENVIRONMENTAL MARATHON

782
volunteer teams since the launch of the marathon (2023: 206 teams)

7,900
employees took part in the marathon (2023: 1,700 employees)

>1,000
environmental projects implemented

>40 partners participate in the marathon annually

4 stages namely a communication stage, a project stage, a nature reserve stage, and a partnership stage

In 2023, to raise awareness of the environment and the issues of its conservation, the marathon developed various formats of educational games, which serve as a universal tool of environmental education both for children and adults.

Starting out as regular clean-up days held annually from May to September since 2016, the marathon has now evolved into environmental awareness initiatives in addition to clean-up, landscaping, and urban improvement.

Marathon participants have to accomplish general environmental tasks and complex individual projects.



CITY VOLUNTEERS CHARITY FAIR

>RUB 1.3 mln
collected during the auction held on 16 December 2023

Since 2019, the Plant of Goodness volunteers have been running the annual New Year's Eve charity fair. It features handmade items that volunteers from Norilsk, Krasnoyarsk, Moscow, Monchegorsk, Chita, Saratov, Pechengsky and Gazimuro-Zavodsky

>8
participating cities

districts make during the workshops held in advance. The fair runs in a hybrid format: one can buy a favourite item at a fixed price online at волонтерывсити.рф, attend a sale in one of the cities where the Company operates, or become an auction

2 participation formats
(in-person and online)

participant, which is held in person in a TV studio with live shots. Norinickel traditionally doubles the amount of donations raised during the fair. The funds are used to help children with special needs and restore rare animal populations.



YOUR ENVIRONMENT REGIONAL ECOLOGICAL SHIFTS

>250
volunteers from the Murmansk Region, Norilsk, Chita, Saratov, and Moscow visited ecological shifts in 2023

8
main sites where initiatives were implemented in 2023

Ecological shifts are organised annually in specially protected natural areas in order to foster partnership and communication, boost motivation, learn more about the Company and the environment, and share experience. 2023 saw volunteers:

- place information signs, build comfortable tent platforms, a pontoon, and improve the observation tower on Love Island in Monchegorsk, Murmansk Region;
- take part in the project called The Varlam Island – the Pearl of Pasvik in Nickel, Murmansk Region by arranging nature trails, repairing

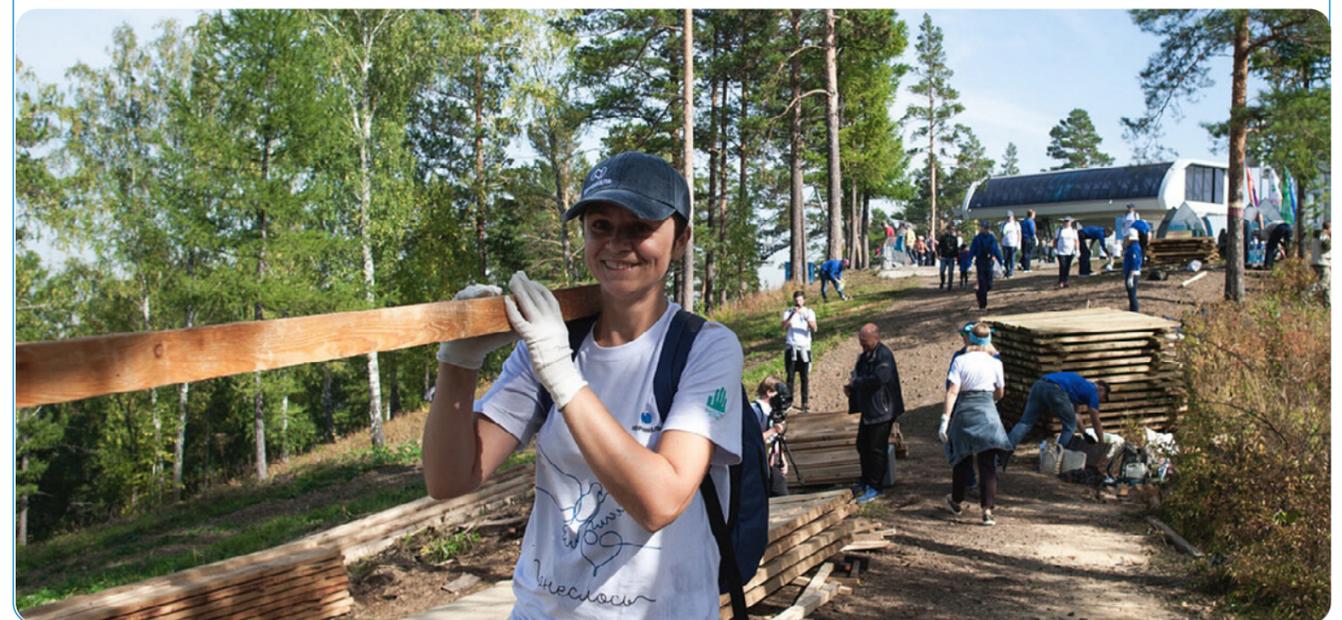
the reserve's entrance area, building pavilions and a bridge over a stream, and installing solar panels;

- landscape the tourist reception area and plant oak trees on the historical site of the Ugra National Park, Kaluga Region;
- improve nature trails at the isthmuses of Kapchuk Lake and Lama Lake at the Putoransky Nature Reserve, Krasnoyarsk Region;
- arrange sites for visitors and install information works of art at the Krasnoyarsk Pillars National Park;

>2,000
litres of rubbish were collected from the Kharaelakh River's bank line

3 kilometres
of nature trails were improved at the Daursky Nature Reserve

- improve the Adon-Chelon tourist infrastructure at the Daursky Nature Reserve, Trans-Baikal Territory;
- collect more than 2,000 litres of rubbish, arrange campfire areas, repair stands and a volleyball court on the bank of the Kharaelakh River in Norilsk;
- plant fruit trees to recreate historical gardens and clear a forest area at the Darovoye estate, Moscow Region.



ICEBREAKER EDUCATIONAL PROGRAMME

25 events
in 2023

Mentoring
key message for 2023

>700 tasks
completed by volunteers in 2023 as part of the Map of Useful Actions

MAP OF USEFUL ACTIONS
updated information platform

The Icebreaker programme seeks to develop extra-professional skills of leaders of the Plant of Goodness volunteering association by improving corporate communication and social design skills (creating and implementing initiatives in small towns by making the participants better learn the region's context and objectives).

psychological training, business games (Desert Survival, Intuition 2.0 and others), online games, master classes, workshops, and the first festival of cases called Benefit Exchange, which was attended by volunteers from other companies.

the programme. Mentorship was a key message of 2023 highlighted during all Icebreaker events.

Programme participants can find like-minded people from their region and implement a project for the benefit of the community and the whole city through the [Map of Useful Actions](#); in 2023, the platform was updated on the basis of feedback from volunteers who worked with it last season.

There is a feedback mechanism implemented in the form of questionnaires and regular surveys, which helped collect and analyse opinions and suggestions from volunteers interested in improving

In 2023, various events were held in Moscow, Zapolyarny, Monchegorsk, Norilsk, Chita, and at Bystrinsky GOK, including The Night of the Triffids



PARTNER PROJECTS

>50 experts
and

>100 corporate volunteers
took part in the Garden of Memory international campaign

~150 corporate volunteers
took part in the 2023 Siberian Perspective eco-summit

>2,000
pine seedlings were planted by volunteers during the All-Russian "Save a Forest" campaign

In 2023, Nornickel's volunteers took part in the following events:

- Siberian Perspective eco-summit dedicated to expert discussions of strategic plans for sustainable development and mechanisms for joint implementation of environmental volunteering projects and partner events. In 2023, the business agenda of the eco-summit included discussions on conscious consumption and responsible supply chain, as well as the role of businesses and consumers in these processes.

The second day of the summit is traditionally dedicated to volunteering. Corporate teams from the mining and metallurgical, chemical, transport, banking and other industries were engaged in landscaping and cleaning of the territory.

- the Garden of Memory international campaign seeks to commemorate everyone who died during the Great Patriotic War. Every year, more than 100 corporate volunteers plant over 2,000 pine seedlings as part of the campaign.

- the all-Russian "Save a Forest" campaign, the world's largest reforestation project. Nornickel's volunteers are reforesting the Kola Peninsula by planting over 2,000 pine seedlings each year.

