

02 Fostering talent



Nornickel's HR strategy

The well-being of people who live in Nornickel's host cities and work at the Group's enterprises is a crucial aspect of the Company's socially sustainable development. This was why, in the reporting year, the Company approved its updated HR Strategy for 2024–2026, reflecting its commitment to three objectives that are, among other things, key enablers of the strategic goals of its business.

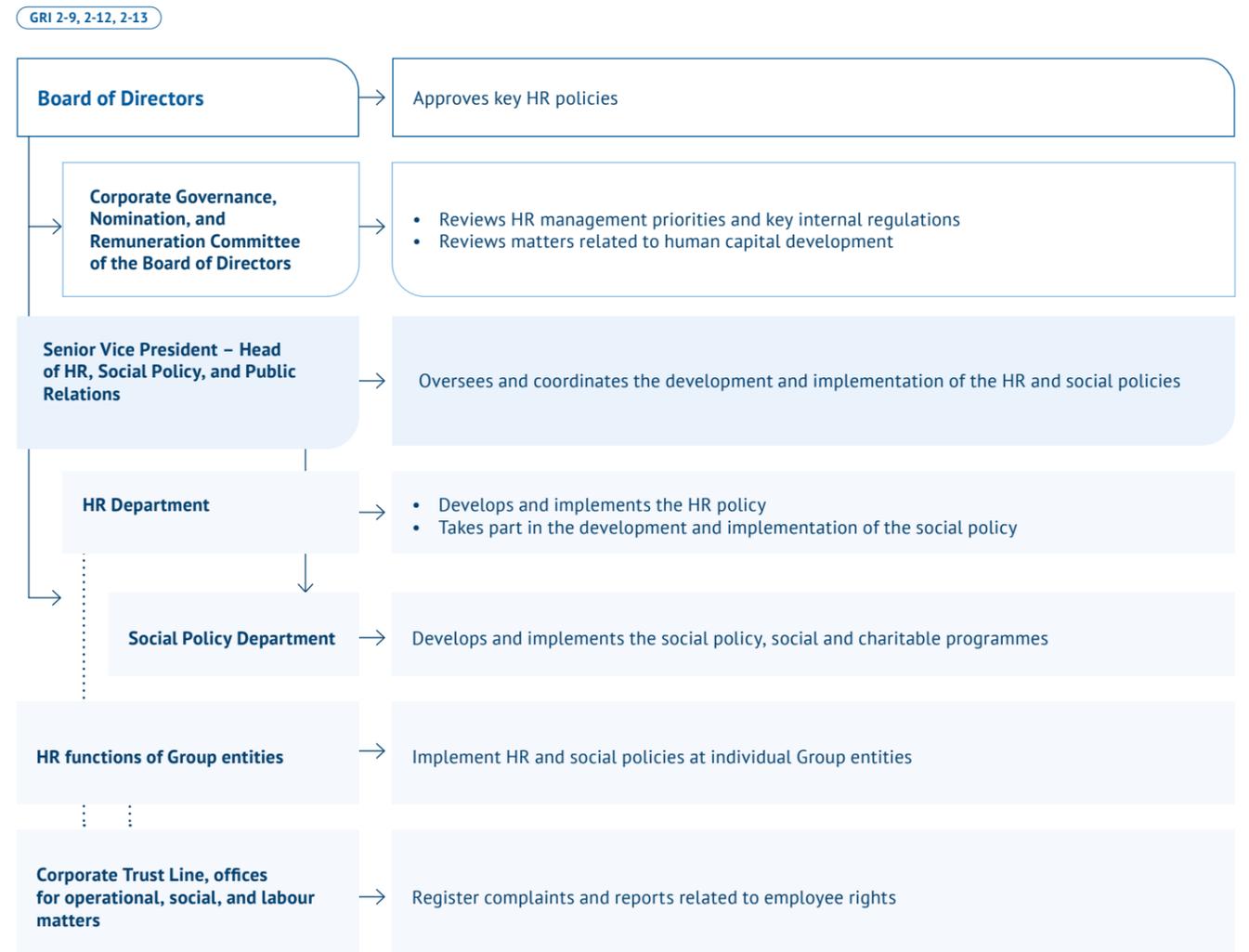


Three key objectives of the HR Strategy for 2024–2026

<p>Creating a continuous development system for the Company's future success</p> <p>Building core capabilities critical for the Company's success:</p> <ul style="list-style-type: none"> • implementing the talent management strategy; • creating a training ecosystem to unlock the potential of everyone, from student to retiree; • building a strong employer brand to attract high-potential talent and youth 	<p>Fostering a new culture of performance and change readiness</p> <p>Fostering a new culture through best practices and dialogue:</p> <ul style="list-style-type: none"> • continuously identifying opportunities to improve efficiency; • providing a feedback system and maintaining regular team dialogues; • enhancing the work environment and corporate culture 	<p>Providing employee benefits and motivating pay</p> <p>Supporting our employees and their families:</p> <ul style="list-style-type: none"> • offering motivating pay and running retention programmes; • providing a wide range of social benefits with flexible options for employees; • promoting employee health and supporting them in various life situations; • enhancing the quality of life in the cities hosting our operations, helping employees become active community members
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Allocation of responsibilities in HR management



Nornickel's key HR management regulations¹

Principles and norms of international law	Standards of the International Labour Organization	National laws of the countries of operation	Constitution of the Russian Federation	Labour Code of the Russian Federation
<ul style="list-style-type: none"> Business Ethics Code Freedom of Association Policy 	<ul style="list-style-type: none"> Working Conditions Policy Human Rights Policy 	<ul style="list-style-type: none"> Personal Data Processing Policy Equal Opportunities Programme 	<ul style="list-style-type: none"> Talent Pool Regulations Regulations on the Grading System of MMC Norilsk Nickel and the Norilsk Nickel Group's Russian business units 	<ul style="list-style-type: none"> Procedure Rules for Assessing Employee Performance at Nornickel's Head Office Procedure Rules for Assessing Management Performance at the Norilsk Nickel Group

Staff composition

GRI 2-7 / SASB EM-MM-000.B / MED-25

78,738

The Group's average headcount in 2024, of which 99.5% were employed at its Russian entities

The 2.3% decrease year-on-year was driven by the Company's investment strategy, efficiency improvement programme, and organisational and technical changes

Strong employer brand



Nornickel is committed to recruiting and developing top talent. In 2024, Nornickel retained its leadership in key rankings of the most attractive employers compiled by HeadHunter, RBC, Forbes, FutureToday, and other expert organisations.

For more details, please see the Awards appendix.

The staff headcount² of the Group's Russian entities reached 79.6 thousand employees by year-end, with over 98.9% working full-time and more than 96% employed under permanent contracts.

As at the end of 2024, 230 individuals were performing work or providing services for the Group's Russian entities under independent contractor agreements.

¹ The Board of Directors approved MMC Norilsk Nickel's policies listed above and the Equal Opportunities Programme. The Personal Data Processing Policy of MMC Norilsk Nickel was approved by the President.
² Including staff headcount and external part-timers.
³ Employees hired from the local community are employees who are residents of the country where the relevant Group entity is incorporated.

GRI 202-2 GRI 14.21.2

99.4%

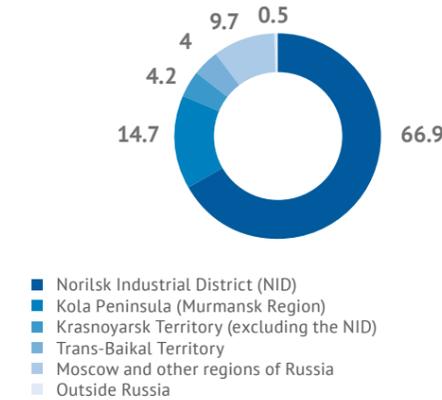
Proportion of senior management hired from the local community across the Group's Russian entities in 2024

99.8%

Proportion of employees hired from the local community³ across Group entities at the end of 2024

Locally hired employees

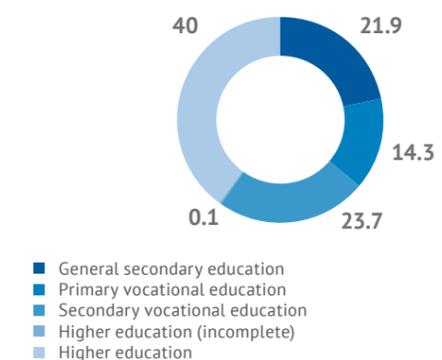
Breakdown of Group employees by territory⁴ in 2024 (%)



As most of the Group's production assets are located in the Norilsk Industrial District, the majority of the Group's workforce is also concentrated there (66.9%).

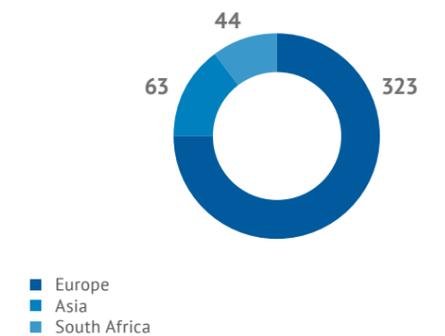
Nornickel recognises its responsibility for shaping labour market dynamics in the regions where it operates. Recruitment is based on candidates' professional qualities and competencies, including their work experience, qualifications, and education.

Breakdown of employees by education level in 2024 (%)



More than a third of employees (40%) hold higher education degrees, with most of them working in managerial roles, while 21.9% have completed general secondary education, 23.7% hold secondary vocational qualifications, and 14.3% have primary vocational training. The proportion of employees with incomplete higher education is marginal at 0.1%.

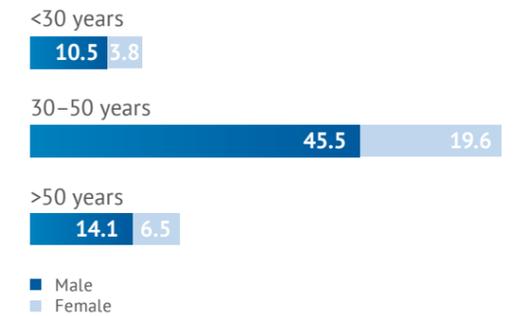
Headcount of the Group's foreign entities in 2024 (employees)



At the end of 2024, headcount at foreign entities was up by 8.6%, driven primarily by workforce additions in Asia as the Group established new enterprises in the Asia-Pacific region.

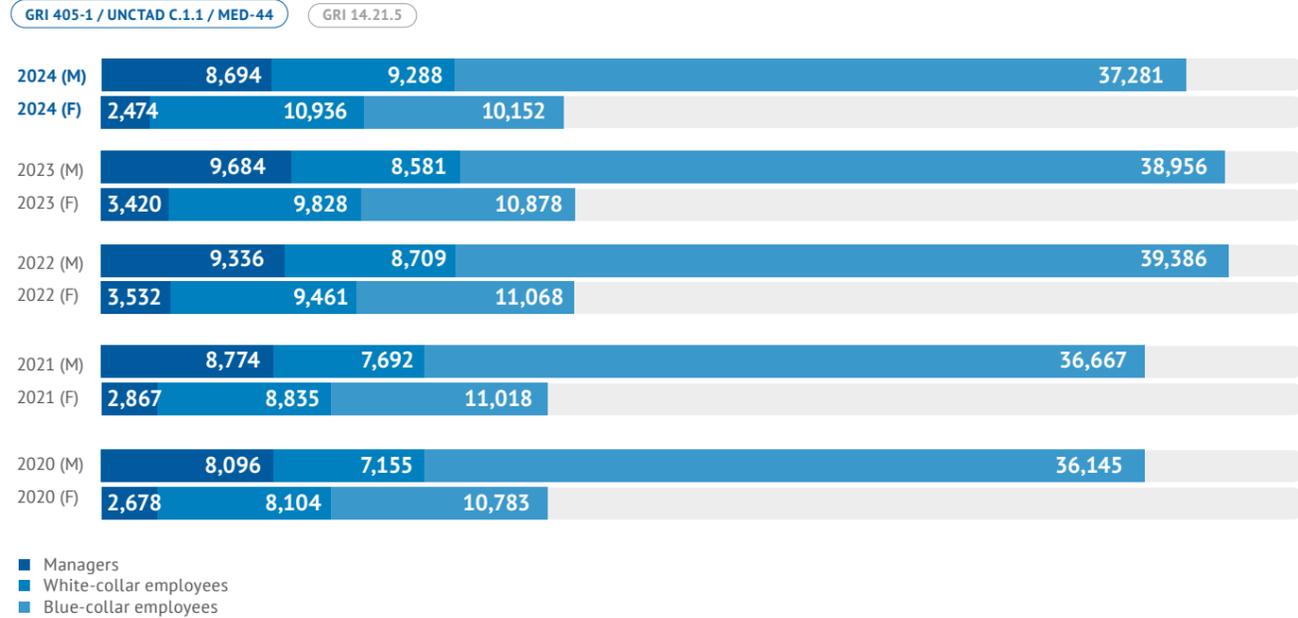
Breakdown of employees by age, gender, and category in 2024⁵ (%)

GRI 405-1 GRI 14.21.5

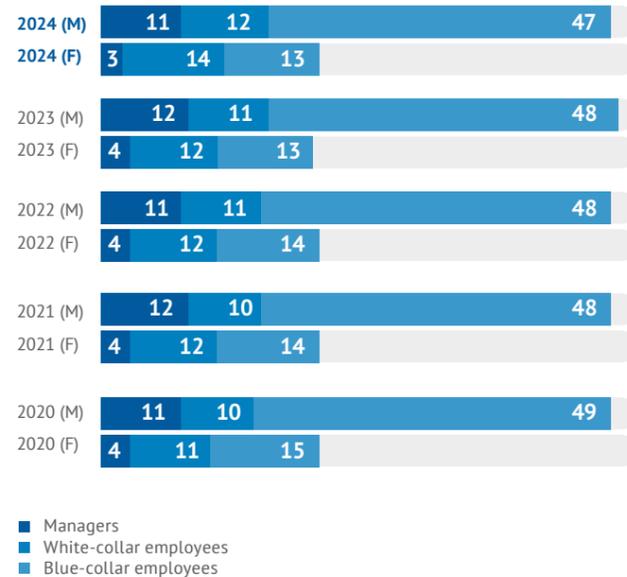


⁴ Breakdown of staff headcount as at 31 December 2024. Group data, including foreign Group entities.
⁵ Throughout this section, unless otherwise stated, the indicators cover the Group's Russian entities.

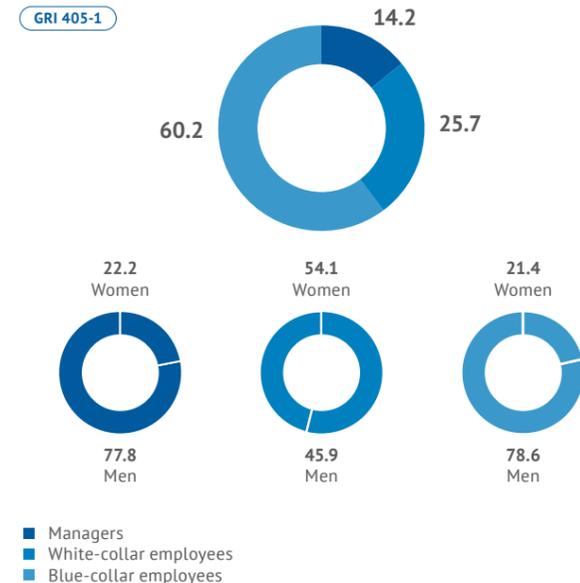
Breakdown of employees by gender and category in 2020–2024 (people)



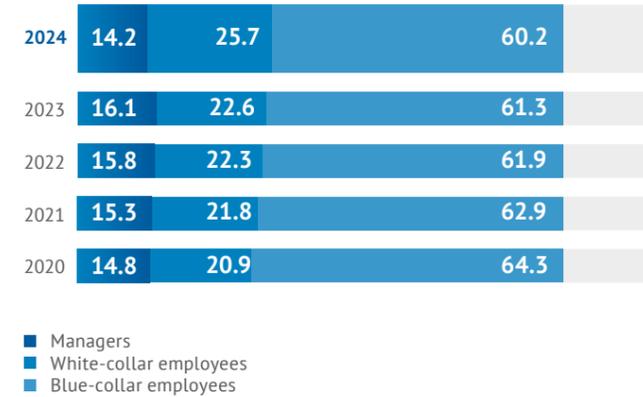
Breakdown of employees by gender and category in 2020–2024 (%)



Breakdown of employees by gender and category in 2024 (%)



Breakdown of employees by age, gender, and category in 2024 (%)



Blue-collar employees account for the largest part of the workforce (60.2%) due to the nature of the Group's operations. The proportion of men in the overall headcount remained stable at 70%–71% from 2020 to 2024, reflecting the harsh natural and climatic working conditions in the Far North. Female employees account for the majority of white-collar roles, comprising 52%–54% of this category over the observed period.

Nornickel's contribution to the Personnel national project and the Stable and Dynamic Economy national goal

Targets and objectives under the national goal:

a) Ensure GDP growth above the global average [...];

j) By 2030, set up an effective system of employee training, retraining, and upskilling [...]

Relevant UN SDGs



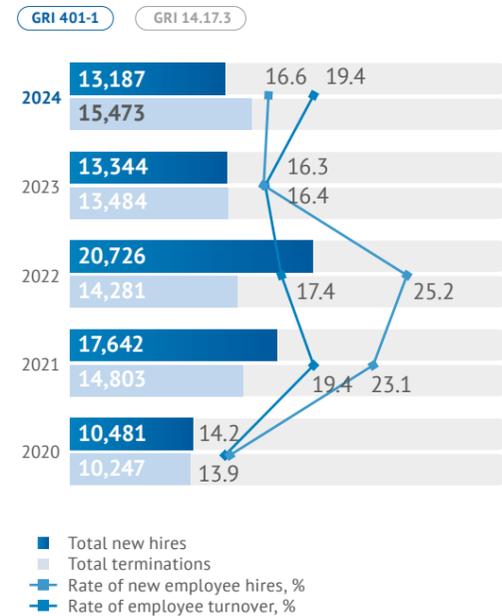
Related federal projects



Key initiatives and focus areas



New employee hires and employee turnover¹



In 2024, Nornickel employed various strategies to enhance its recruitment efforts, including fly-in fly-out work arrangements, the creation of both permanent and temporary jobs, and the horizontal mobility of white-collar employees (managers, specialists, and administrative staff) within the Group, which rose by 49% y-o-y. During the year, the Company hired 1,844 employees to work on a rotational basis.

In 2024, the Company also signed an agreement with an online platform, enabling it to post job vacancies on one of the most popular classifieds websites in Russia, reaching over 50 thousand potential candidates.

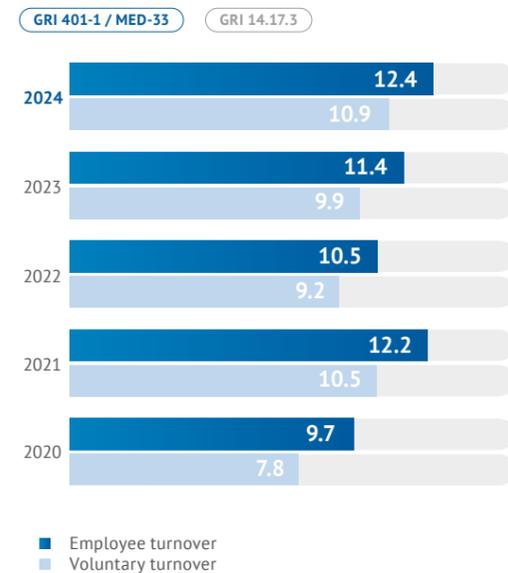
Particular focus was placed on attracting talent from the Belgorod and Kursk Regions. In 2024, 71 candidates from these regions were employed by the Group's enterprises, including 30 hires following the launch of an advertising campaign on Russia's largest online classifieds platform.

To further attract out-of-town candidates, Nornickel continued operating its recruitment centres in Irkutsk, Orsk, Ufa, and Norilsk, which collectively conducted over 2.2 thousand job interviews, as well as its HR Support Centre in Norilsk, which serves as a hub for in-person recruitment. Candidates have multiple channels for submitting their CVs, including the corporate portal, recruitment centres, a 24/7 call centre, and social media platforms. In total, Nornickel received 62 thousand CVs during 2024.

In the first year of operating its Orbit automated recruitment system, more than 320 thousand CVs were registered in the database (+18.5% y-o-y), with 8 thousand candidates hired through the system in 2024.

In 2024, over 10.9 thousand white-collar employees (managers, specialists, and administrative staff) were reassigned to new roles within the Group, including over 3.8 thousand who were promoted to higher positions with corresponding grade increases. Additionally, as part of its rehire programme, Nornickel brought back 890 former employees in 2024.

Employee turnover (%)



In 2024, employee turnover² stood at 12.4%. Voluntary turnover³ reached 10.5% in 2021, driven in part by the closure and reconfiguration of smelting and metallurgical operations on the Kola Peninsula, then slipped to 9.2% in 2022 and edged up slightly to 9.9% in 2023. In 2024, it grew by 1 p. p., driven by the Company's ongoing efficiency initiatives. As part of its Socially Sustainable Development Strategy, the Company aims to reduce turnover by fostering employee professional growth and attracting both young and experienced talent.

¹ For the Group's Russian entities. Rate of new employee hires is the ratio of total new employee hires to the total headcount at the end of the period. Rate of employee turnover is the ratio of all employee terminations, regardless of reason, to the total headcount at the end of the period.
² The ratio of resignations, dismissals for breaches of labour discipline, and negotiated terminations to the average headcount for the year.
³ The ratio of resignations to the average headcount for the year.



In 2025, Nornickel launched a new social media initiative under the hashtag #PrideoftheCompany to spotlight success stories of employees who help drive the Company forward.

Respecting employee rights

Nornickel respects employee rights and seeks to fully incorporate them into its operations.

Equal opportunities for all employees to unlock their professional potential

Fair and impartial performance evaluations

Employment and career advancement based solely on professional abilities, knowledge, and skills

Employee development and social support, including upholding rights to social security, education, family protection, housing, freedom of artistic expression, and participation in cultural life

Commitment to employee rights at Nornickel

Recruitment of people with disabilities and ensuring they are provided with the necessary working conditions, including appropriate work and rest schedules, annual and additional paid leave, and financial assistance⁴

Compliance with internal labour regulations, which are approved in consultation with the trade union organisation and with reference to applicable working hour regulations

Prohibition of child labour in any form, including employment of individuals under 18 in hazardous and/or dangerous work

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

To foster open and honest dialogue with employees, the Group operates the [Corporate Trust Line](#) speak-up programme and has maintained offices for operational, social, and labour matters for over

20 years. These offices play a key role in the prompt and objective resolution of workplace issues and conflicts.

⁴ Employment quotas for people with disabilities account for at least 2% of the average headcount. Excluding employees involved in hazardous and/or dangerous work, depending on the region and the size of the organisation. The Company meets all legal requirements for employment quotas.

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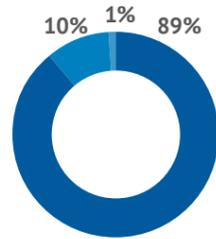
offices operated at the Group's enterprises in the Norilsk Industrial District in 2024

>2.3

thousand town-hall meetings held in 2024

55.3

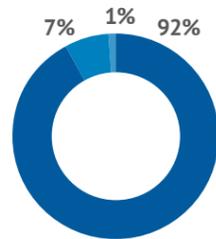
thousand employees attended town-hall meetings



- Social welfare matters
- Legal matters
- Other matters

~ 41.9 thousand

queries were submitted to the offices in 2024



- Company employees
- Former employees
- Other categories

97.1 thousand

queries received information and advice

GRI 2-26

Nornickel takes into account and aligns the interests of Group employees and employers in matters of social and labour relations at the local, regional, and interregional levels.

Interregional level

To promote social partnership at the interregional level, in December 2024, authorised representatives of employees and employers signed another [interregional cross-industry agreement for copper and nickel producers and production support providers for 2025–2028](#). This agreement, similar in content to the 2022–2025 version, establishes uniform corporate approaches to a wide range of matters, including remuneration, guarantees, compensations, benefits, work and rest schedules, healthcare, and redundancy procedures.

At the end of 2024, the agreement covered 21 Group entities and applied to 89.7% of the Group's workforce.

Company level

Nornickel has implemented a social partnership framework across its enterprises. This system is regulated by [applicable Russian laws](#), the [cross-industry agreement](#), and the Company's internal regulations (such as the [Freedom of Association Policy](#) approved by the Board of Directors).

In 2024, the collective bargaining agreements of MMC Norilsk Nickel and three other Group enterprises were extended for another three years (2024–2027). Between 2021 and 2024, the Company introduced a series of additional measures to enhance its benefits package for Nornickel employees, which are already included in collective bargaining agreements. These measures stepped up targeted support for certain employee categories (e.g. revising financial assistance limits, expanding guarantees for employees with disabilities, increasing reimbursement levels for employees' relocation costs after terminating their employment in the Far North, and more).

During collective bargaining, representatives of employees and the employer agreed to extend for another three years the existing collective bargaining agreement, keeping all guarantees, compensations, and social programmes unchanged.

In 2024, trade unions and social and labour councils continued to regularly participate in hygiene inspections of healthcare and general catering facilities as well as in assessments of food quality at the Group's catering facilities in the Norilsk Industrial District and the Murmansk Region.

In the reporting year, Nornickel enterprises were recognised among the winners and runners-up in the For High Social Efficiency and Development of Social Partnership annual regional competition,

based on the 2023 results. They were awarded in the Krasnoyarsk Territory Organisation of High Social Efficiency and Top Performance in the Development of Social Partnership (Mining) category.

In 2024, to keep employees informed about the Company's plans, performance, and management decisions related to social and labour matters, Nornickel shared with trade union representatives the results of the first stage of its Digital Investor corporate programme.



Key information on the launch and objectives of the Tenure module under the second stage was also presented. In addition, the Nornickel Trade Union Council held a dedicated meeting to discuss the migration of Group employees to a new payroll system. Particular emphasis was placed on addressing employees' frequently asked questions and ways to ensure a seamless transition. The Company views such meetings as vital to maintaining open dialogue with employee representatives and receiving timely feedback on ongoing organisational changes.

GRI 2-30 / SASB EM-MM-310a.1 / UNCTAD C.4.1 / MED-32

22

collective bargaining agreements signed by Group entities

94.3%

of Nornickel employees covered by collective bargaining agreements

6.8%

of Group employees are members of trade unions

76.2%

of Group employees are represented by social and labour councils

Social and labour relations at those Group companies without collective bargaining agreements (representing 5.7% of Nornickel's workforce) are governed, among other things, by internal regulations adopted by such companies in accordance with applicable Russian labour laws and in consultation with employee representative bodies, where such bodies exist.

GRI 402-1 GRI 14.8.2, 14.17.6

In accordance with the Russian Labour Code, the Company provides notice of significant operational changes to bodies representing its employees. The minimum notice period is at least two months before the implementation of the relevant actions. If a decision to reduce the number or staffing levels of employees may result in mass terminations, the Company notifies employee representative bodies – trade unions – at least three months before the implementation of the relevant actions. These provisions are specified in all collective bargaining agreements.

SASB EM-MM-310a.2 GRI 14.20.3

0

strikes and lockouts involving Company employees in 2024

Incentives and rewards

Nornickel's comprehensive employee incentive system combines financial and non-financial incentives. This integrated approach is aimed at improving efficiency and productivity, strengthening corporate culture, and fostering employee loyalty.

The Company's internal compensation policy defines the objectives, principles, and other aspects related to the financial motivation of its employees. Financial incentives are based on the principles of internal equity, external competitiveness, performance-based rewards, and a straightforward remuneration system.

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

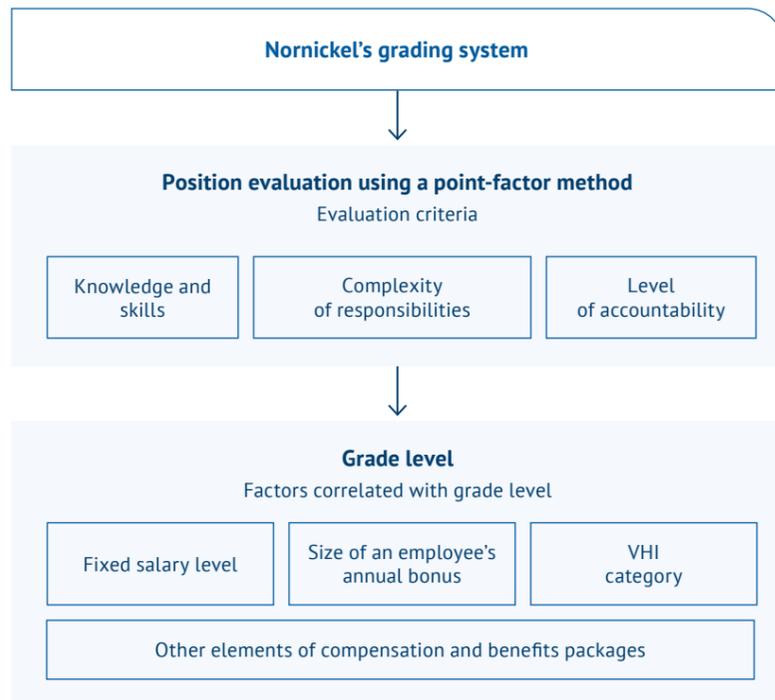
At Nornickel, transparency of financial remuneration is ensured through a well-established grading system.

The Company has policies in place that regulate:

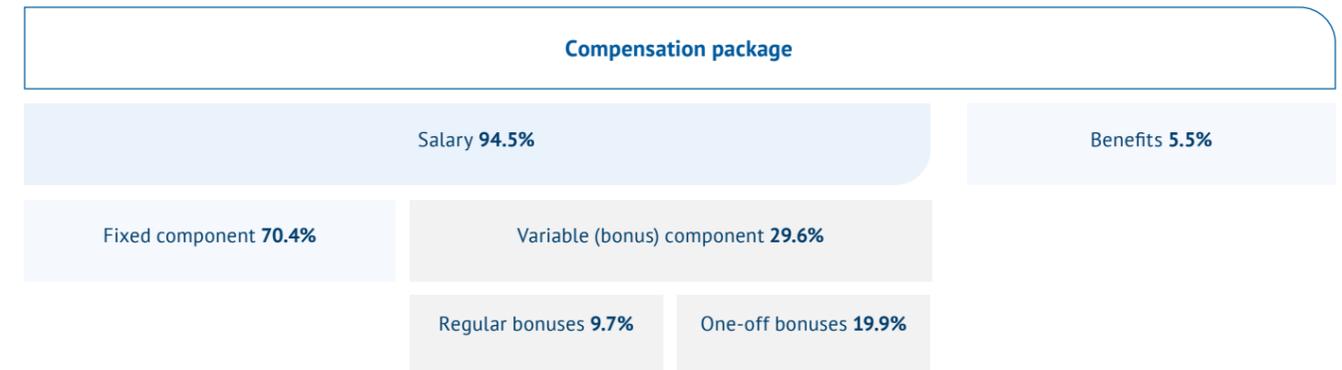
- fixed salaries;
- annual bonus rates;
- the approach to awarding bonuses based on operational performance and remunerating employees of project management offices;
- rules for paying lump-sum bonuses.

The Company regularly analyses salary levels and trends, along with the cost of living, both on average across the country and in its regions of operation. These assessments inform salary adjustments. Effective 1 July 2024, employee salaries were increased by 10% to reflect the cost-of-living adjustment¹.

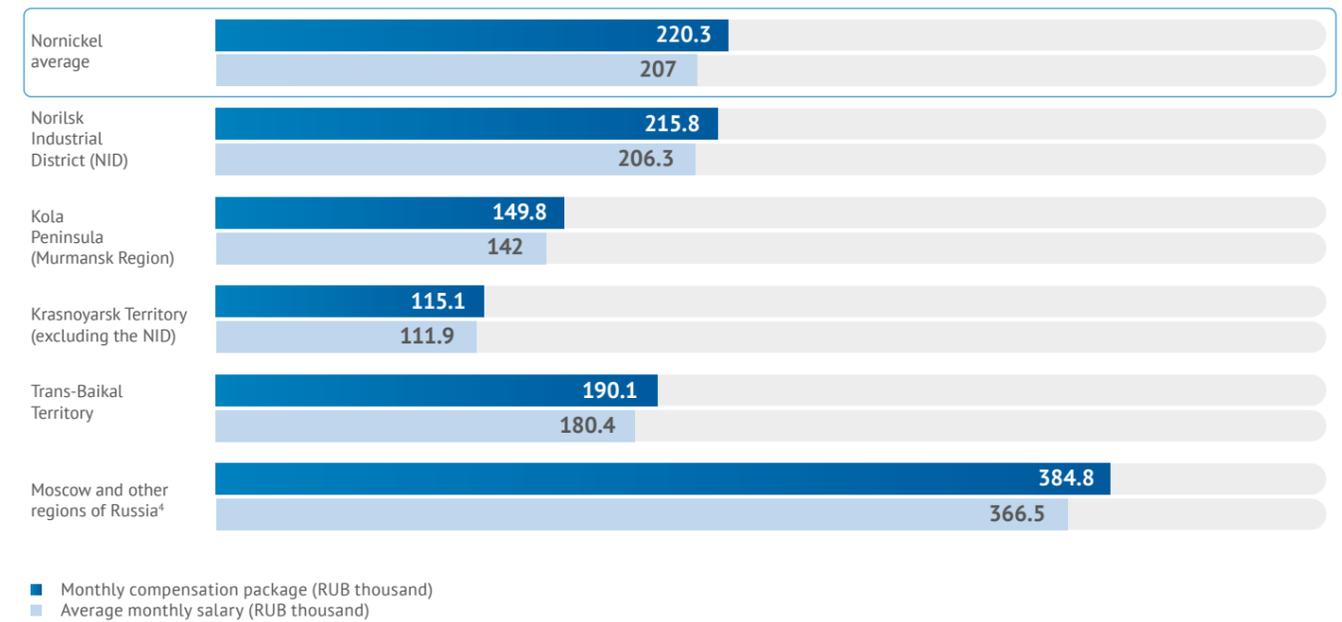
A particular emphasis is placed on keeping employees informed about pay policies, rules, significant changes in remuneration, and available benefits. In addition to mandatory familiarisation with internal regulations under the Russian Labour Code, communication campaigns are held across the Company. These include in-person meetings where HR staff explain upcoming changes and answer employee questions. Information about such changes is also disseminated through posters, videos, email newsletters, push notifications, and other available communication channels. Through the Supernika corporate app, employees can access personal pay information both online and in real time.



Employee compensation package breakdown across the Group's Russian entities in 2024 (%)



Key compensation indicators in 2024 by region^{2,3}



Average monthly nominal salary in Russia in 2024

RUB 99.0 thousand

Average salary of employees in large and medium-sized organisations in Norilsk in 2024

RUB 182.9 thousand

Average monthly nominal salary

in the Murmansk Region in 2024
RUB 118.2 thousand

in the Krasnoyarsk Territory in 2024

RUB 102.8 thousand

in the Trans-Baikal Territory in 2024

RUB 90.0 thousand

in Moscow in 2024

RUB 194.5 thousand

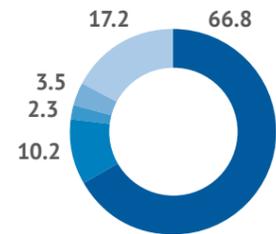
¹ Salary reviews are conducted on a single date across the entire Company. However, given the scale and diversity of the Company's business areas, ad-hoc decisions may also be made outside the scheduled review period. These typically relate to staffing situations – for instance, when certain categories of employees are leaving the Company or if challenges arise in recruitment, targeted measures are taken.

² The definition used for "significant locations of operation" is provided in the [Glossary](#). This table discloses data only for the Norilsk Nickel Group's key production and administrative units with a headcount of at least 500 employees.

³ Regional average salary data sourced from the Federal State Statistics Service (<https://www.fedstat.ru/indicator/57823>) and the Norilsk City Administration (https://xn--h1aecgfmj1g.xn--p1ai/ser/ser_4.php).

⁴ Other regions include Saratov, Arkhangelsk, the Krasnodar Territory, Saint Petersburg, and others. The average monthly nominal salary in Moscow is used to represent the Company's other regions, as it has the highest salary level among them.

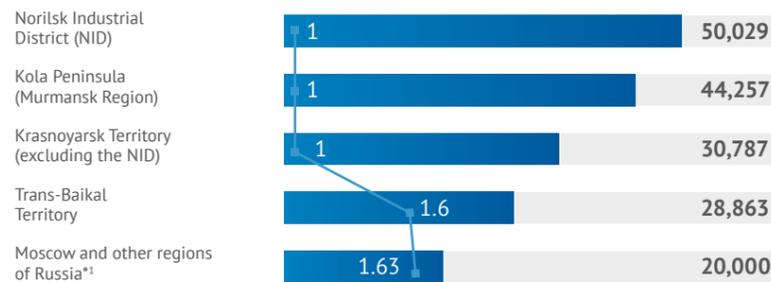
Share of regional payroll in total payroll (%)



- Norilsk Industrial District (NID)¹
- Kola Peninsula (Murmansk Region)
- Krasnoyarsk Territory (excluding the NID)
- Trans-Baikal Territory
- Moscow and other regions of Russia¹

GRI 202-1

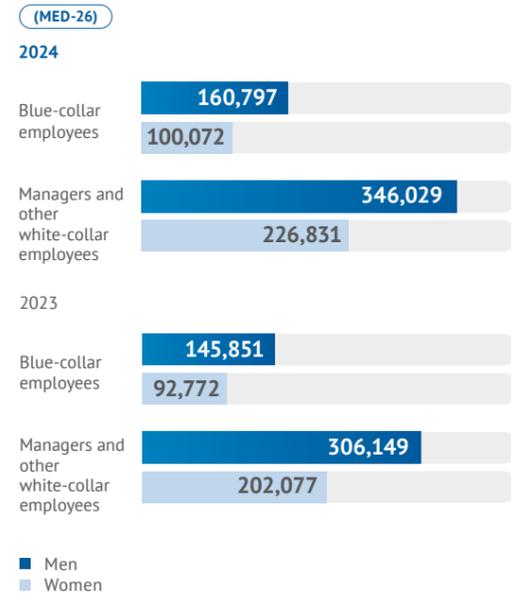
GRI 14.17.2



- Minimum wage rate (RUB)
- Ratio of the entry-level wage to the minimum wage

In 2024, the Company's average monthly salary exceeded the average nominal monthly salary across Russian organisations not classified as small businesses by 109.1%. Specifically, it was 38.8% higher than the average salary in the metal ore mining sector and 107.5% higher than in the metallurgical sector². Work on weekends and overtime is paid as per the Labour Code of the Russian Federation. There were no delays in salary payments³.

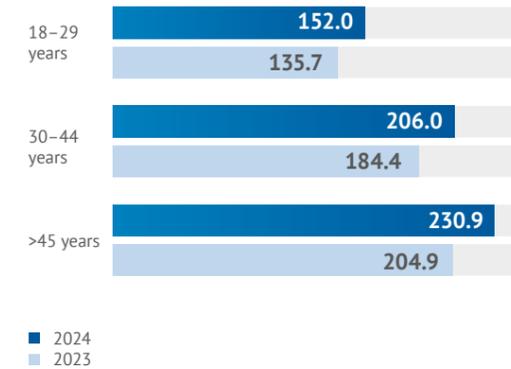
Remuneration breakdown by category and gender in 2023–2024 (RUB)



Occupational segregation by gender results in a pay gap of 60.7% among blue-collar employees⁴. For managers and other white-collar employees, the gender pay gap stands at 52.5%⁵.

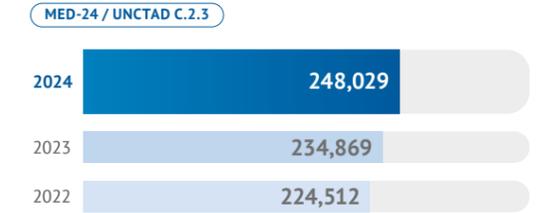


Average monthly salary by age group (RUB thousand)



The pay gap between age groups is driven by differences in professional groups, experience, education levels, and job positions.

Total staff costs (RUB mln)



The annual increase in staff costs was primarily driven by salary indexation in line with expected inflation for the year.

Nornickel's contribution to the Stable and Dynamic Economy national goal

Targets and objectives:

d) Ensure sustainable growth of the population's incomes and pensions not lower than inflation rates

Nornickel's performance highlights and plans

Consistent annual growth in average monthly salary at Nornickel (+12% vs 2023), with a competitive salary level targeted for 2025



¹ Data shown for Saratov.

² Source: Federal State Statistics Service https://rosstat.gov.ru/labor_market_employment_salaries.

³ The only exceptions were payroll recalculations for previous periods, all of which were made in favour of employees.

⁴ The gap is calculated as the difference between men's and women's average salaries, divided by women's average salary (for blue-collar employees).

⁵ The gap is calculated as the difference between men's and women's average salaries, divided by women's average salary (for managers and other white-collar employees).



The Digital Investor corporate programme

In 2024, Norinickel continued rolling out its Digital Investor programme by launching the Tenure module as part of its second cycle. The programme is centred around digital financial assets (DFAs) – cutting-edge, secure, high-tech solutions pegged to the value of Norinickel shares. The DFAs (minetokens) offered to Norinickel employees entitle holders to receive periodic payments equivalent to dividends on Norinickel shares, as well as income from the future sale or redemption of their tokens. The programme fosters employees' commitment to and ownership of the Company's performance, while enhancing Norinickel's appeal as an employer of choice.

The Tenure module targets new employees with more than one year of service as of 1 January 2024. The number of DFAs granted to each employee is based on their length of service with the Group¹. Each DFA is pegged to the value of a hundred (100) Norinickel shares at both the time of issuance and redemption.

The second cycle of the programme is implemented through full (100%) Company financing of DFA purchases for employees. After one year of ownership, DFAs may be sold to other investors. After five years, the DFAs will be automatically redeemed, and their holders will receive a cash payment equivalent to the market value of the corresponding number of Norinickel shares at the time of redemption.

In connection with the launch of the Tenure module, the Company rolled out an updated awareness campaign explaining all aspects of the instrument, including a hotline, official website, and quick-reference guides. In parallel, Norinickel continues to run a series of webinars led by leading financial experts, focusing on financial literacy and investment skills. A dedicated training programme and updated online education module are also available to employees.

>250

HR professionals trained over the past two years to serve as programme ambassadors and experts across all Norinickel enterprises

51.3

thousand employees received RUB 796.33 per DFA (after tax) in January 2024

69.5

thousand Norinickel employees had become digital investors and received their minetokens by end-2024 (+35.5% y-o-y)

45.6

thousand employees have completed the Tsifronikel and Norinickel Academy training courses under the Digital Investor programme

82.3%

of respondents agreed that participation in the programme helps them better understand how their individual performance aligns with the Company's goals (in a survey of over 5 thousand employees)

RUB 2.3 bn

OPEX for the Digital Investor programme in 2024



Employee recognition

Achievements of Norinickel employees receive both external and internal recognition.

employees may be nominated for departmental, regional, or local government awards for outstanding professional achievements.

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

At the corporate level, employee achievements are recognised in accordance with the approved MMC Norilsk Nickel's Award Policy, which is closely aligned with Norinickel's values and strategic priorities.

In 2024, a total of

4,377

Company employees were recognised with awards at various levels

For outstanding operational and management performance

For extraordinary professional contribution

Corporate incentives at Norinickel

For promoting innovations that drive business growth and add value

For efforts that go beyond the formal agreements between the Company and employees and benefit the business as a whole

In 2024, Norinickel introduced a new non-financial form of recognition: the Letter of Gratitude from the Vice President. This initiative allows the Company to acknowledge the contributions of individual employees or entire teams promptly, without the need for lengthy nomination and approval procedures. The Letter of Gratitude is awarded for long-standing dedication, outstanding contributions, or special occasions such as anniversaries or retirement.

Resolutions regarding corporate incentives are issued by the President of the Company. In addition, internal awards are initiated and granted by management of individual enterprises to recognise employees' achievements at the local level.

¹ Employees with 1–4 years of service are eligible for two DFAs; those with 5–9 years receive four DFAs; 10–14 years – six DFAs; 15–19 years – eight DFAs; and employees with more than 20 years of service are entitled to ten DFAs.

Corporate culture development

Nornickel's corporate culture survey

To reflect major external shifts, changing societal expectations, and the Company's internal transformation, Nornickel undertook a revision and update of its corporate values in 2023–2024.

Identified strengths of Nornickel's corporate culture

- Focus on accident-free operations and environmental protection
- Stronger social mission
- Higher preparedness for unforeseen challenges
- Safety recognised as an absolute priority
- Stronger collaboration
- Greater accessibility of senior management
- Broader understanding of efficiency
- Continued commitment to innovation and development
- Stronger human focus



For more details on Nornickel's new values, please see the [Sustainable Growth Strategy](#) section and the [Company website](#).

Based on the survey findings, the Company developed a new approach to defining its corporate values. Its key principles are:

- efficiency as a core value aimed at delivering business results;
- safety integrated into the value system to ensure a safe working environment;
- care for people, with a focus on employee development, improvement of working conditions, and the Company's social responsibility to society.

Implementation of the new value model requires a coherent approach from the management team – one in which values are shared and applied in practice, supported by leadership in every business unit to embed and uphold those values in day-to-day operations. It also requires systems for recognising and rewarding relevant initiatives, helping to foster open dialogue and active employee engagement.

Changing corporate values is a strategic step in enabling the Company to adapt to today's realities. The updated three-pillar value system is intended to serve as a foundation for continued development and for successfully addressing current challenges, aligning employees' personal goals with those of the Company.

As part of this values update, the provisions of the [Business Ethics Code of PJSC MMC Norilsk Nickel](#) are being revised. The document outlines the Company's non-negotiable priorities as well as ethical principles and commitments. Adherence to these contributes to greater alignment of actions, increased transparency, and a stronger business reputation.

Mechanisms are in place for any employee to report potential breaches of the Code; such reports are subject to investigation and review by relevant functions. To encourage adherence to ethical principles and integrity at work, the Company has established a system of employee awards and incentives.

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

Employee engagement

Nornickel conducts annual employee engagement surveys and uses the results to inform management decisions.

Employee engagement survey methodology

To assess the level of employee satisfaction, commitment, and loyalty to the Company, independent experts are engaged to organise an anonymous online survey accessible to all employees. These experts also conduct focus group sessions to gain deeper insights, process and analyse the collected data, and prepare consolidated reports with key findings and actionable recommendations.

The number of questions varies depending on the objectives of each specific survey, typically ranging from 50 to 70. The questions cover a wide range of work-related topics, including working conditions, relationships with management, professional development opportunities, recognition and rewards, teamwork, and more.

Responses are measured using a six-point Likert scale, from "strongly agree" to "strongly disagree".

The adopted survey methodology provides a comprehensive picture of the Company's current state of affairs and supports the development of effective strategies to enhance employee motivation and productivity.



67%
Engagement index in 2024
(-1 p. p. y-o-y)

58,142
employees participated in the 2024 survey (+997 respondents y-o-y)

The employee engagement rate at Nornickel is consistent with the industry average

Despite a slight year-on-year decline in overall engagement – caused by elevated uncertainty, which led to more cautious responses when assessing future prospects – all engagement metrics showed upward trends, indicating a positive shift in employee perceptions of Company initiatives in these areas.

The most notable increases across engagement metrics were seen in: Collaboration (+5 p. p.), Work-Life Balance (+4 p. p.), and Autonomy (+4 p. p.). The survey results prompted the implementation of over 500 initiatives, over a half of which focused on improving current working conditions, business processes, and employee development. Special attention was given to increasing the volume and enhancing the quality of internal communications, refining the rewards and bonus system, attracting young talent, fostering talent development, and strengthening social partnerships. Throughout the year, the Head Office provided additional support to the Group's enterprises through collaborative efforts such as joint reviews with CEOs, meetings with local unit employees, and the development of action plans at the line-manager level.

To address the needs of units at-risk, a dedicated methodology for conducting unit-level workshops was developed. In addition, 20 internal moderators were trained to lead shop-floor workshops.

Efforts also continue to improve cross-functional collaboration, which – according to correlation analysis – is associated with both workflow efficiency and employee perceptions of senior management.

Special focus is placed on implementing socially significant initiatives, including support for cultural and sports events as well as the introduction of DFAs, aimed at strengthening employees' sense of belonging to the Company's achievements.

In this way, Nornickel continues to strive for better working conditions and internal collaboration.

Training ecosystem

Nornickel's contribution to the Stable and Dynamic Economy national goal

Targets and objectives:

- j) By 2030, establish an effective system for employee training, retraining, and upskilling in priority sectors of the economy, based on projected labour market needs
- k) By 2030, create conditions enabling at least 30 percent of students to acquire multiple qualifications simultaneously through vocational education
- l) By 2030, create institutional frameworks for the continuous professional development of employed citizens, including opportunities for acquiring new professions and upgrading existing skills

Nornickel's performance highlights and plans

- Regular cooperation with Russian universities and colleges, including participation in developing training programmes that reflect the needs of both the business and the industry as a whole (e.g. launch of the AI in Industry partnership master's programme in 2024)
- Creation of training infrastructure for both students and employees: launch of the Kola Metals and Mining education and production centre in 2024 and further development of the Norilsk Nickel Corporate University
- Work placement internships for students at Group enterprises (821 participants in 2024), with the potential for future employment
- Implementation of the Training Strategy for 2022–2025, with the next phase planned for 2026–2028

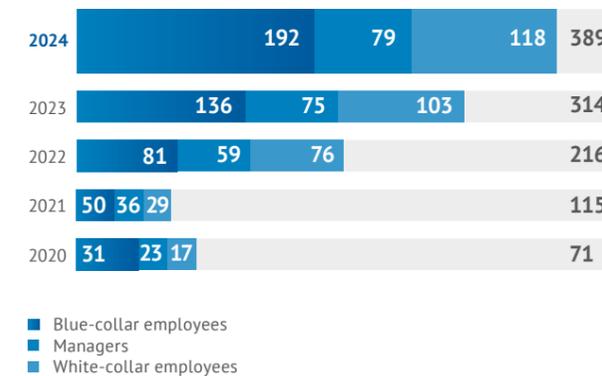
Nornickel's ecosystem-based approach covers a wide range of training areas, targets various categories of employees and potential candidates, and enables the continuous acquisition of new and enhancement of existing knowledge and skills. This approach is designed to help employees achieve high levels of professional performance and unlock their full potential. Nornickel's HR team is committed

to ensuring that every employee within Nornickel has ample opportunities to pursue personal goals that align with the Company's interests and goals – an ambition made possible through a robust system of continuous training and development.

Key employee training indicators

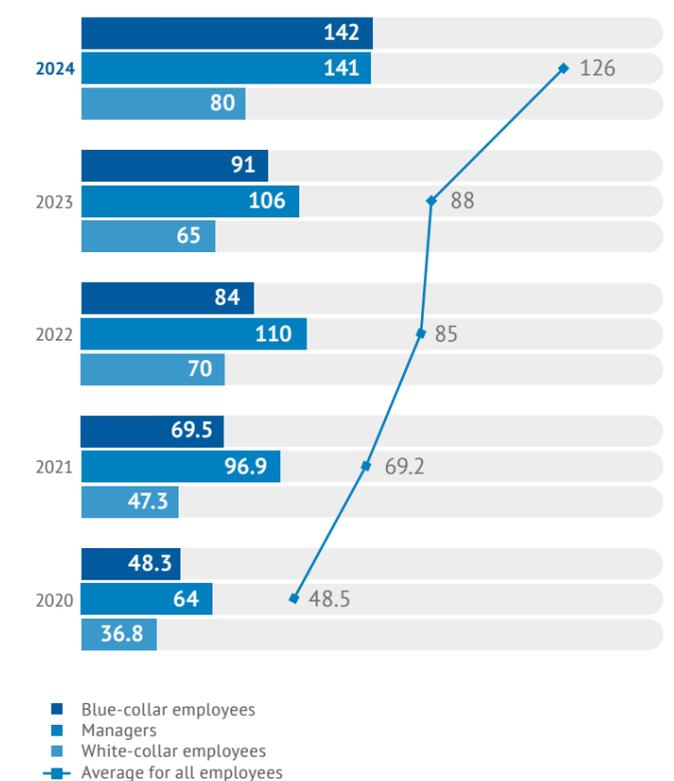
GRI 404-1 GRI 14.17.7, 14.21.4

Total training completions, including training, retraining, and upskilling (thousand)



Average hours of training per year per employee (based on average headcount)

UNCTAD C.2.1, MED-31



Nornickel's contribution to the Youth and Children national project

Relevant UN SDGs



Related federal projects

Professionalitet

Russia – the Country of Opportunities

We Stand Together

Only the Best for Children

Key initiatives and focus areas

Employee training and development programmes, including further development of the Nornickel Academy educational platform

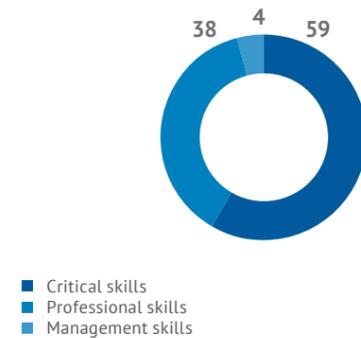
Corporate scholarships for university students and internship opportunities with Group companies

Grants for educational institutions and projects through the World of New Opportunities charitable programme (for more details, please see the [Improving the Well-Being of Local Communities](#) section).

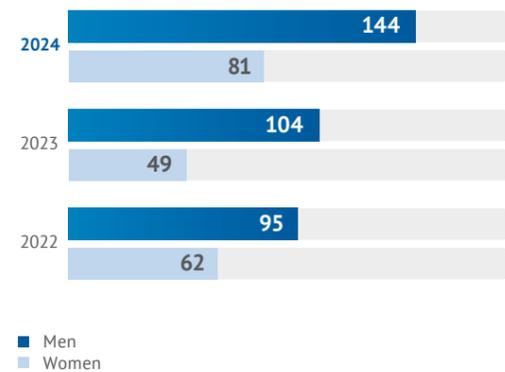


Nornickel is actively involved in building the national qualifications system, developing and implementing professional standards.

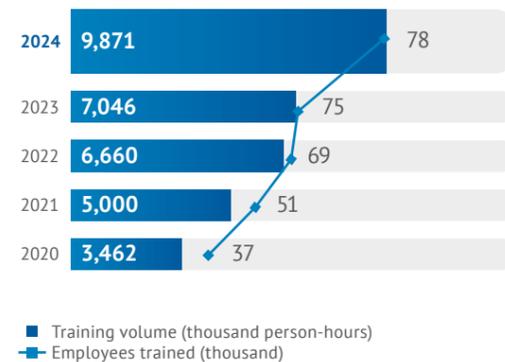
Skill development in 2024 (%)¹



Average hours of training, by gender



Total training volume and the number of employees trained



The significant increase in training volume in 2024 was driven by regulatory changes and the transformation of a manager's role in the Company, both of which directly required enhanced training efforts.

Training costs



Lower training costs in 2023–2024 were due to the increased availability of training programmes through Nornickel Academy and changes in the mix of training initiatives.

Since 2023, there has been a structural shift towards in-house training, driven by the development of the Nornickel Academy platform, which now has over 79.8 thousand registered users.

In 2024, the proportion of employees who received training continued to grow, reaching 95% of the total workforce, or more than 77 thousand employees.

In line with market trends, a significant portion of management training has been moved to an online learning platform, which is in high demand among both managers and specialists. The ratio of remote to in-person training formats stands at 68% to 32%, respectively.

Training Strategy for 2022–2025

GRI 404-2 | GRI 14.8.3, 14.17.8

Nornickel continued implementing its Training Strategy for 2022–2025, which is built around a flexible, personalised, and forward-looking lifelong learning model – from student to retiree.

Key elements of the training ecosystem

- Manager: a role model for employees – mentor, coach, and sponsor of career and development.**
- Flexible learning environment: both digital and physical learning spaces that support informed learning choices.**
- Continuous learning culture: learning is the norm and a tool for achieving results; development is a pathway to self-fulfilment and career advancement.**

In 2024, the Training Strategy for 2022–2025 focused on the implementation of initiatives within the Enhancing Professional Excellence and Continuous Leadership Training areas. All focus areas of the strategy are presented in [Nornickel's 2023 Sustainability Report](#).

The year 2025 will mark the final stage in implementing the current Strategy, which has primarily targeted programme content and core competencies. The Training Strategy

for 2026–2028 will focus on the effectiveness of training as a business process and on the quality of the training experience from the user journey perspective. With training content already in place, the next priority is to improve the usability and accessibility of the learning process – this will be the key focus over the next three years.

Training Strategy implementation in 2024: priorities and achievements by focus area

Enhancing professional excellence

Managing qualification levels

In 2024, the Company continued implementing a modular approach to vocational training. Some 70 new training programmes were developed, helping reduce the amount of off-the-job training by 7%.

There was a decline in the number of appeals filed in response to professional competence assessments – a direct outcome of the Company's consistent efforts to implement a structured vocational training system.

In 2024, the Company launched an open corporate programme enabling employees to develop their HR management skills, offering participants

the opportunity to earn a certificate of professional development. More than 500 Nornickel employees participated in the programme.

In 2024, Nornickel continued its close cooperation with universities and colleges. Specifically:

- The Kola Metals and Mining education and production centre was opened in Monchegorsk; 175 students were enrolled, with the Company planning to employ 85% of graduates;
- AI in Industry, a joint master's degree programme offered by Nornickel and Central University, was launched (for more details, please see the [Digital technology development](#) section);
- The amount of Nornickel's corporate scholarship was increased and the list of eligible student categories was expanded. The scholarship is available to students of higher education and

¹ Share in total skill development training sessions (training completions).

secondary vocational institutions who have completed the Company's youth programmes, show good and excellent academic results, and have signed a targeted education contract. It is also offered to students of Fedorovsky Polar State University and colleges in Norilsk and the Murmansk Region, subject to a number of conditions related to their field of study and academic progress;

- The all-Russian Digital Non-Ferrous Metallurgy forum, held at the Monchegorsk Polytechnic College, has transformed into a productive platform for sharing experience, showcasing innovative solutions, and fostering stronger ties between science, industry, and education;
- The Proryvnik student ambassadors project was launched, with 26 students completing training in communications and social media marketing (SMM), building their personal brand, and gaining insight into career opportunities at Norinickel. These student ambassadors will

act as Norinickel champions, raising awareness of the Company across their universities and local communities;

- Large-scale events were held for students, including the Company Day: Towards the North at Siberian Federal University, which attracted around 1 thousand students. The event featured top managers from Norinickel and included a rich programme of educational lectures, interactive quests, career dialogues, and a poster session with VR technologies. In addition, first-year students from Norilsk educational institutions participated in sessions featuring engineering games, interactive zones, and career-themed areas. Designed as an introduction to the Company, the event brought together over 500 students

professions, educational institutions, and the city of Norilsk. More than 50 guided tours were held during the reporting period, involving around 1 thousand school students.

In addition, regular guided tours are organised at the Sulphur Project showroom, while students visit universities and colleges as part of professional tracks, and meet experts during the Norinickel Hour or Norinickel Lessons – the latter specifically tailored to primary school students.

Each year on 1 September, Norinickel also gives a copy of A Book on How Metals Helped Build Cities to all first-graders living in the Company's host cities. More than 5,000 children receive the book on the first day of their school journey. This ABC of metallurgy serves as a tool to support the Company's systematic approach to early career guidance.



Students at Norinickel in 2024

821

completed internships with Norinickel in 2024

The first contact students have with Norinickel typically takes place during practical training, where college and university students from the Company's host cities engage directly with their future profession at actual production sites.

574

participated in the Career Start-Up and Polar College programmes in 2024

Students from leading engineering universities and industry-related colleges across Russia also had the chance to test-drive their future careers in the Arctic through the Career Start-Up and Polar College programmes held at Group enterprises. As a result of these programmes, over 50% of participants were subsequently employed by the Company.

2,673

registered for the Conquerors of the North course in 2024

Each year, engineering and business students are invited to take part in the Conquerors of the North online course. In 2024, the course was hosted for the first time on the In Good Company platform, where participants had the opportunity to connect with Norinickel's young professionals and gain insight into the Company's corporate culture.

174

joined Norinickel's construction brigades in 2024

Every summer, student construction brigades are organised for future miners, metal workers, power engineers, and mechanics, offering them the opportunity to get first-hand experience in their chosen professions, bridge the gap between theoretical knowledge and practical skills, and gain hands-on experience with advanced industry equipment.

In the reporting year, the Company continued to develop its interactive career guidance portal, [Norinickel's City of Occupations](#) – a project aimed at those exploring future professional paths. The platform features an interactive map tailored for school students and offering 1 career guidance test, 12 industry-themed regions, descriptions of 13 professional areas and 147 occupations, and 23 interactive quizzes. Since 2024, Norinickel's City of Occupations has expanded offline: Norinickel employees now regularly deliver career guidance lessons for school students, built around the portal's content. So far, five dedicated lessons have

been developed to introduce school students to engineering careers and the Company's internal operational business processes. The new digital portal serves several target audiences – including school students, their parents, and career counsellors – and helps young people make informed decisions about their future careers. In 2024, offline career events in Norilsk alone reached more than 6 thousand school students aged 14 to 18.

As part of its broader career guidance efforts, the Company also organises tours of its production facilities to introduce students to various

Continuous leadership training

Developing capabilities and assisting managers in adapting to leadership roles

In 2024, Norinickel continued its Leadership School programme for middle management, aimed at developing an understanding of one's role, mastering modern management practices, tools, and approaches, and gaining experience in cross-functional collaboration. More than 500 managers completed the programme in 2024.

In the reporting year, the Leadership School was also launched for line managers.

The programme's distinctive feature is its online delivery via Norinickel's corporate app Supernika, using an AI-powered chatbot that provides instant feedback. For example, the chatbot may ask the user to simulate a conversation with a subordinate to discuss performance. The AI models the situation, generates realistic responses from a virtual employee, and analyses the manager's reactions and emotions. It may then provide communication tips and suggest alternative management approaches. The programme is a "pocket-size" simulator that enables users to practice various real-life leadership scenarios, receive recommendations, and strengthen their competencies. Training also includes videos featuring tips from actual Norinickel managers, theory content presented as posts and flashcards, and quizzes to test knowledge

retention. The Leadership School is now available to 6 thousand line managers, with over 3.1 thousand completing the training in 2024.

The Company continues to foster a culture of dialogue between management levels through managerial mentorship. Top-100 managers holding ICF CCE international certificates acted as mentors to high-potential employees.

In addition, in 2024, leadership practices were cascaded from senior to middle management. Middle managers acquired coaching skills through the Power of Words programme and became leadership coaches. They now conduct routine management workshops for line managers. A total of 40 middle managers have taken on the role of leadership coaches.

Norinickel runs a development programme for employees who have completed a 360-degree assessment. In 2024, the programme offered a combination of in-person and online learning, involving both internal and external trainers. The training covered a wide range of topics focused on enhancing management skills and capabilities. Participants selected their training topics independently, based on the results of their assessments, dialogues with managers, and their individual development plans. In 2024, the programme delivered 75 training sessions (+27% y-o-y), with over 1.7 thousand completions (+59% y-o-y), and eight online master classes with a total of 5.5 thousand views.



Succession planning

The Company builds a talent pool for all management positions on an annual basis.

240

talent committee meetings held in 2024, with four of them involving top management of the Group to build a talent pool for top-100 positions

>2.5 thousand

candidates evaluated during talent committee meetings

512

employees included in the talent pool for mid- and senior-level leadership positions, ready for promotion within a year

76%

of management positions have either medium or high succession coverage

>3.6

thousand employees advanced by one or two job grades in 2024

95%

of top-100 positions are backed by a secure talent pipeline

The Company also systematically builds a dedicated talent pool for line managers in production, including supervisors and section heads. In 2024,

employees were encouraged to self-nominate through the Self-Nomination to the Talent Pool service, with 130 applications submitted via the Supernika mobile app.

Nornickel continued running mentoring and coaching programmes for high-potential employees selected by HR committees and included in the talent pool. In addition, an essential part of the development process for talent pool members is the performance of assigned duties, which is evaluated through an automated performance review system. In 2024, more than 890 employees underwent performance evaluation and received feedback.

To further support employee growth and development, Nornickel continues developing its Career Advice service.

>745

consultations delivered to Company employees

47

active career counsellors currently support staff, including 21 trained in 2024

9.6/10

average satisfaction score with the service

>19%

of participants (or 142 employees) received career advice in 2023–2024 were subsequently promoted (either by job grade increase or transfer to a new position)

Nornickel's youth ecosystem

Amid demographic challenges, widespread talent shortages, and rapid technological change, Nornickel is focused on the development, retention, and career growth of young employees as well as their engagement and long-term integration in the regions where the Company operates. To spark interest in engineering careers, attract new talent, develop employee potential and competencies, and enhance quality of life

in local communities, the Company is building a unified youth ecosystem. This includes a comprehensive suite of dozens of programmes designed for audiences ranging in age from 5 to 35. This approach enables candidates to follow a seamless path from school to university to early career, while equipping them with a strong foundation of knowledge, skills, and competencies for a successful future in the engineering industry.

Category	Objectives	Key initiatives and projects run by Nornickel
Children (5–17 years old) and their parents	<ul style="list-style-type: none"> Promoting and nurturing interest in engineering competencies Increasing the number of motivated school graduates applying to industry-related universities and colleges 	<ul style="list-style-type: none"> Nornickel career guidance lessons Guided tours to Group enterprises Peremena: Change Starts with You Arctic Wave LIGA IMAKE Nornickel's City of Occupations
Students (18–24 years old)	<ul style="list-style-type: none"> Enhancing adaptability to the Company's production environment through practical knowledge and skill-building Increasing the Company's visibility in educational institutions Encouraging engagement with the Company and regional youth communities 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 Nornickel Ambassadors movement
Young employees (up to 35 years old)	<ul style="list-style-type: none"> Attracting and retaining young talent in the Company's operational regions Increasing employee loyalty and engagement in corporate life 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 Allies Community

The development of Nornickel's youth ecosystem has yielded multiple positive outcomes, most notably increased student enrolment in educational institutions across the Arctic region, a rise in the number of CVs submitted to the Company, and higher engagement levels among young employees in Nornickel's initiatives and activities.

Given the growing number of youth engagement programmes, the Company plans to systematise and consolidate these initiatives by pooling resources with key stakeholders – including universities, colleges, regional authorities, and others – to further strengthen and expand the unified youth ecosystem.

Social support for employees and their families

Nornickel's contribution to the national goal of preserving the population, strengthening health, and improving the well-being of people, supporting families

Targets and objectives:

- a) Raise the total fertility rate to 1.6 by 2030 and to 1.8 by 2036 [...]
- b) Increase life expectancy to 78 years by 2030 and to 81 years by 2036, with particular emphasis on accelerating the growth of healthy life expectancy;
- e) Reduce the overall duration of temporary disability among working-age citizens by 2030 by promoting healthy lifestyles, creating conditions for timely disease prevention, and encouraging regular physical activity;
- f) Improve public satisfaction with access to physical education and sports by 2030

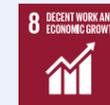
Nornickel's performance highlights and plans

- Provision of extra payments to women on maternity leave, monthly financial assistance to women on leave to care for children under the age of three (0.7 thousand women received additional payments, and 2.5 thousand were provided with financial support in 2024)
- Organisation of health resort treatment for employees and their family members (24.6 thousand people received health resort vouchers in 2024, with a target of 25.8 thousand for 2025)
- A total of 80.7 thousand Nornickel employees and their family members are covered under voluntary health insurance (VHI) policies
- Almost 22 thousand employees participated in a human genome sequencing programme
- A wide range of quality medical services is provided to employees, their family members, and local residents ([Corporate Healthcare project](#))
- A range of mass sports events for employees and local residents in the regions where the Company operates (more than 40% of employees were involved in sports and fitness activities in 2024)

Nornickel's contribution to Russia's national projects

Family national project

Relevant UN SDGs



Related federal projects

Support for Families

Older Generation

Large Family

Family Values and Cultural Infrastructure

Nornickel's key initiatives and focus areas

Co-Funded Pension Plan, a corporate private pension programme

Mother at Work, a programme aimed at supporting new and expectant mothers

The Company's Veterans, a programme focused on supporting non-working retirees

Organising family-oriented events and developing infrastructure for family leisure in the Company's host cities

Creating jobs across the Company's footprint

Long and Active Life national project

Relevant UN SDGs



Related federal projects

Modernisation of Primary Healthcare in the Russian Federation

Health for Everyone

Fighting Cardiovascular Diseases

Fighting Diabetes

Healthcare Personnel

Fighting Cancer

Nornickel's key initiatives and focus areas

Compensating employees and their families for health resort treatment and recreation expenses (partial compensation for the cost of vouchers)

Provision of VHI policies to employees and their families, and participation in a human genome sequencing programme

Conducting occupational health and safety training sessions (for more details, please see the [Workplace Safety](#) section)

Providing employees with personal protective equipment (PPE) (for more details, please see the [Workplace Safety](#) section)

Corporate Healthcare project (for more details, please see the [Workplace Safety](#) section)

Programme of mass sports events

Benefits and social support programmes

GRI 403-6 GRI 14.16.7

Discounted tours for health resort treatment and recreation of employees and their families

VHI for employees and their families

One-off financial assistance to employees experiencing certain major life events or in difficult circumstances

Annual reimbursement (in excess of amounts currently required by Russian laws) of holiday travel expenses for a round trip and baggage fees for employees and their families living in the Far North and equivalent regions

Benefits provided by Nornickel

Relocation package for employees 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

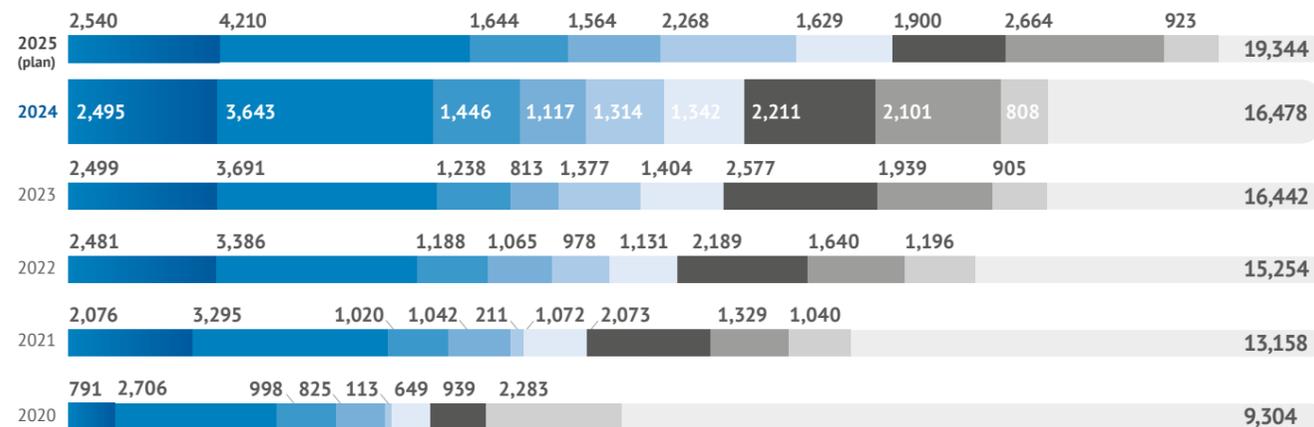
Other benefits and programmes aimed at the social support of employees

Redundancy payments

Complementary corporate pension plan and other types of social benefits under the existing collective bargaining agreements and internal regulations

Spending on social programmes and benefits (RUB mln)

MED-28



- Health resort treatment and recreation for employees and their families
- Reimbursement of holiday travel expenses for a round trip and baggage fees for employees and their families
- Pension plans
- Housing programmes²
- Relocation assistance for new employees
- Social projects for employees (support for target groups, sports events, and holiday celebrations)
- Voluntary health and personal accident insurance
- Social payments
- Other social expenses

¹ Subject to the provisions of the Employee Relocation programme.
² Implementation of the Your Home, Our Home, and My Home social programmes as well as spending on subsidised loans and improvement of housing conditions.

In 2024, spending on social programmes and benefits totalled RUB 16.5 billion, remaining flat year-on-year. Travel expenses and baggage fees (22.1%), health resort treatment (15.1%), and VHI (13.4%) accounted for the largest shares of total expenses.

Special support for certain categories of employees:

- Employees with disabilities are eligible for additional paid leave (three calendar days per year) and also receive annual financial assistance of up to RUB 10 thousand from the Company;

- Women on maternity leave receive an extra payment to match their fixed salary, and women on leave to care for children under the age of three receive monthly financial assistance;
- Special attention is paid to professional longevity: the Company provides free health resort vouchers to employees of retirement and pre-retirement age.



Mother at Work

In 2024, in the run-up to Mother's Day, Nornickel launched a comprehensive programme for female employees with children and those expecting a child – Mother at Work. The programme is designed as a guide to help female employees navigate the range of opportunities offered by the Company. The information portal includes three sections:

- The Care section provides details about Nornickel's benefits package and various support measures;
- The Development section is dedicated to professional and personal growth and contains information about corporate programmes, training courses, and books;
- The Children section features resources that assist with child development and parenting.

The programme was launched with a webinar featuring its initiators and female Nornickel employees, who shared their personal experiences of successfully balancing career and motherhood. Future plans include integrating the information platform for current and expectant mothers into the Supernika corporate mobile app, expanding the resource, and enriching it with various activities. The portal is also intended for fathers, offering a wealth of useful information for them as well.

>25

thousand women work at Nornickel



Nornickel Dynasties

The Nornickel Dynasties corporate project upholds the traditions of generational succession among employees: parents demonstrate their best qualities and skills, and children learn from their example. Hard work, a solid upbringing, and belief in one's vocation help build strong families and true dynasties – the backbone of Nornickel. The Company's initiatives help promote family leisure, strengthen bonds, and bring people together around shared moral values.

More than 200 family dynasties work across 35 Group enterprises in Norilsk and Dudinka, with 135 of them having a combined length of service exceeding 200 years.

Employee comfort programme

For more than 20 years, the Company has run Made with Care, a workplace welfare facility repair programme aiming to provide employees with comfortable and safe working conditions.

Every day, Group entities operate over 4 thousand sanitary, amenity, sports and fitness, catering, healthcare, and recreational facilities with a total area of more than 410 thousand sq m.

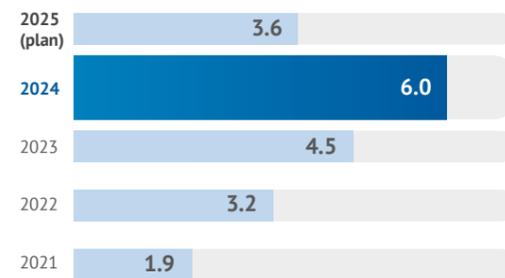
In 2024, the programme set a new record for the number of facilities renovated, the scope of work completed, and the number of employees whose working conditions were significantly improved.

Facility renovations are carried out based on a Group-wide standard solutions catalogue featuring solutions for the improvement of welfare facilities and incorporating modern technologies and materials. In 2024, a new design concept was developed for recreation rooms at production facilities. The project was piloted at the Kola site.

Along with the commissioning of new welfare facilities, plans for 2025 also include the repair of several entrances, common use areas, and façades of administrative facilities.

Cumulative programme results for 2003–2024	Results for 2024	Plans for 2025
<ul style="list-style-type: none"> 1,035 welfare facilities repaired 496 portable buildings purchased Total costs: RUB 21.7 billion 	<ul style="list-style-type: none"> 187 welfare facilities overhauled Total area of repaired facilities: 25 thousand sq m Workplace amenities improved for 11.8 thousand employees Total cost of works: RUB 6 billion (net of VAT) 	<ul style="list-style-type: none"> Repair of 96 welfare facilities (22.0 thousand sq m) Repair of several entrances, common use areas, and façades of administrative facilities Planned costs: RUB 3.6 billion

Costs of the programme to improve workplace amenities (RUB bn)



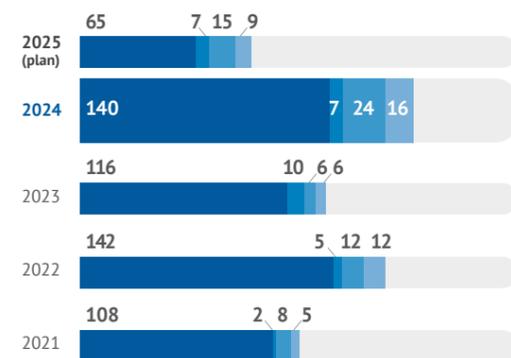
OPEX for the Made with Care programme in 2024

RUB 5.4 bn

CAPEX for the Made with Care programme in 2024

RUB 0.6 bn

Welfare facilities overhauled



- Sanitary and amenity facilities
- Sports facilities
- Catering facilities
- Other



Employees with disabilities are engaged in the Company's office-based work supported by inclusive infrastructure. For example, entrances to office buildings in Moscow are equipped with ramps, lifts, and accessible restrooms. The Group's recreational and treatment and preventive care facilities are also equipped with ramps for wheelchair access.

The Company's health resort in Sochi features 33 rooms and four villas specifically designed for people with disabilities. The facility also features lifts for wheelchair users and provides beach wheelchairs to assist people with limited mobility in bathing.

Health improvement programmes Voluntary health insurance

GRI 403-6 GRI 14.16.7

24.6

thousand people took part in health improvement programmes in 2024

Nornickel runs a health resort treatment and recreation programme aimed at protecting and improving employees' health, preventing disease, and organising wholesome family vacation – all of which help enhance employee productivity.

The collective bargaining agreements in place at MMC Norilsk Nickel and at Group enterprises set out obligations to implement health improvement and health resort treatment programmes for employees and their families.

The health resort treatment programme covers a wide range of locations. The Zapolyarye health resort in Sochi remained the most popular destination for treatment and recreation in the reporting year. The Company also continued to offer employees vouchers for health resorts in popular destinations such as Belokurikha, Gelendzhik, and Kislovodsk. Children of Company employees spent their summer holidays in a health resort in Anapa, on the Black Sea coast. In addition, a children's sports camp was organised at the Universiade Village in Kazan.

Health improvement and health resort treatment programmes are selected on an individual basis, taking into account the results of employees' medical examinations.

RUB 2.5 bn
OPEX for health resort treatment in 2024
RUB 2.5 bn

In addition to compulsory health insurance of employees required by federal laws, the Company provides voluntary health insurance.

The VHI policy covers a wide range of professional medical services. Employees living in the Far North can use their VHI policy both within their region of residence and beyond. The range of services is the same under all insurance programmes. The programmes for different employee categories differ only in the level of clinics and the region of coverage.

100%

of employees are covered by VHI policies¹

1

close relative of an employee (spouse, parent, or child) may also be insured at the corporate rate

OPEX for voluntary health insurance in 2024

RUB 2.2 bn

As part of the VHI programme, employees have a unique opportunity to take a test under the human genome sequencing programme. The programme provides the most comprehensive personalised information about one's body characteristics and identifies the risks of significant diseases. Using these data, employees can take steps to minimise the likelihood of health problems. Almost 22 thousand employees have already taken part in the programme.

¹ VHI coverage also extends to employees on maternity leave.

Pension plans

GRI 201-3

To retain and attract talented and professional specialists, Norinickel operates a corporate private pension scheme. The Co-Funded Pension Plan programme is implemented in line with the relevant plan. The Parity Plan provides for joint funding of pension savings by the employee and the Company on a parity (equal) basis.

~10

thousand employees from 23 Group entities were participating in the Co-Funded Pension Plan programme at the end of 2024

~4

thousand people receive payments under the Co-Funded Pension Plan programme

In 2024, the average contribution per participant equalled 4.2% of their salary, or RUB 7.8 thousand per month, across the Company.

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 to 65 with at least 20 years of service, provided they resign and relocate outside the Norilsk Industrial District. In 2024, 494 employees received this benefit;
- Lifetime Monthly Corporate Pension Plan (LMCP) – available to employees awarded the Company's Badge of Honour. Since the launch of the programme, 237 employees have been granted this entitlement; 193 were receiving payments as of the end of 2024.

RUB 1.4 bn

OPEX for pension plans in 2024 RUB 1.4 bn

Programmes supporting former employees and their families

In addition to the private pension plan, the Company provides ongoing support measures for former employees.

The Company's Veterans

A comprehensive support package for non-working retirees permanently residing in Norilsk. The main eligibility criterion is the employee's length of service with the Company

2,142 people

participated in the programme in 2024

RUB 11 million

programme costs in 2024

Pensioner Financial Aid Fund

A range of measures providing assistance to former employees who retired before 10 July 2001, provided they had at least 25 years of service with the Company and permanently reside outside the Norilsk Industrial District. The Fund is financed through voluntary monthly salary contributions by current employees and charitable contributions from the Company

1,949 people

participated in the programme in 2024

RUB 6.6 million

programme costs in 2024

Targeted financial assistance for former employees and their family members

Reimbursement of expenses for medical treatment, medications, funeral services, and other support in difficult circumstances

Housing programmes

The Company runs housing programmes (Our Home / My Home and Your Home) offering employees the opportunity to acquire apartments in the Moscow and Tver Regions, the Krasnodar Territory, and Yaroslavl on special terms.

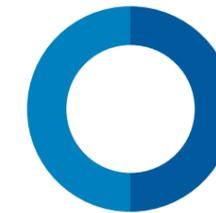
Our Home / My Home
Commercial lease agreements with a purchase option

Your Home
Sales and purchase agreement with payment by instalments

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

Housing programmes co-financing mechanism

The **Company** covers up to 50% of the apartment cost, but not more than RUB 3 million



The rest is paid by the **employee** within a certain period of employment with the Company (from 5 to 10 years)

6,358

apartments provided to Norinickel employees since the start of the Company's housing programmes (including 240 in 2024)

>RUB 28.8 bn

Total investments in housing programmes (the purchase of apartments and infrastructure development)

24

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

Subsidised loan programme

Norinickel provides housing support in the form of partial reimbursement of mortgage interest and/or an interest-free loan for a down payment to purchase a home in any region of Russia.

1.9

thousand Company employees have benefited from the subsidised loan corporate social programme since its inception

27

business units and branches of the Company covered by the programme

300

quotas are planned within the subsidised loan programme



Relocation support programme for new employees

Nornickel provides support for newly hired employees, their family members, and apprentices (candidates) under professional training contracts with the Company in relocating to their place

of work in Norilsk and the Taimyrsky Dolgano-Nenetsky Municipal District from other regions of Russia.

Relocation support for new employee hires

Reimbursement of travel expenses and baggage fees

Reimbursement of rental costs (for three years)

Lump-sum resettlement payment to help employees settle in their new place of residence

1,264

new participants in the relocation support programme in 2024 (4,851 persons – total number of programme participants at the end of 2024)

RUB 1.3 bn

OPEX for the relocation support programme in 2024

6,809

employees used the Company's automated onboarding system, which covers 29 Group enterprises

>2.5 thousand managers

involved in onboarding new employees, offering them various types of support and assistance

>500 supervisors

Relocation programme

As part of its Relocation programme, Nornickel helps employees smoothly adapt to a new place of residence when relocating to another region to take up new job responsibilities.

At the end of 2024, the programme included 82 Nornickel employees, 11 of whom joined during the year.

Key components of the Relocation programme

Relocation allowance of up to 40% of basic salary (depending on the region), provided throughout the period of employment in the relocation region

One-time relocation allowance

Reimbursement of travel expenses and baggage fees as well as an additional reimbursement for round-trip travel to the employee's permanent place of residence (twice a year)

Reimbursement of housing rental costs or temporary hotel accommodation costs

Additional three-day paid leave in the first year of employment to help with settling in

Employee well-being support programme

Any Nornickel employee can benefit from the Nornickel Will Support comprehensive corporate programme comprising three components: health care, training in useful knowledge and skills, and supporting those in need.

Programme component	Description
Telemedicine – a healthcare service	Included in every employee's VHI package, Telemedicine provides online access to healthcare services without queues. Both emergency and scheduled consultations are available. Appointments and communication with doctors take place via the insured person's personal account, which also stores their history of consultations and medical reports
Remote advice on legal, psychological, financial, and healthy lifestyle matters	The service provided by PRAVOCARD and RESO-Garantia offers access to qualified lawyers, psychologists, financial advisers, and healthy lifestyle experts via phone, video calls, or online chat (through a mobile app or website). Each user receives a secure personal account, where a history of their consultations is stored. There is no limit to the number of consultations. In 2024, 1,962 consultations were provided, with the most in-demand services being psychological support and legal advice. Employee feedback on the service has been highly favourable, with an average rating of 4.9 out of 5.0
Expert webinar service	Nornickel is developing an online training service with leading experts, accessible to Company employees from any location. In 2024, employees were offered webinars on financial, legal, and social topics as well as building strong family relationships. On average, one webinar is held each month, with 300 to 500 employees connecting online, while others watch the recordings later

Social support for employees made redundant due to closure of production facilities

GRI 404-2 GRI 14.8.3, 14.17.8

As part of the programme to wind down operations and place the Kaula-Kotselvaara shaft of Severny Mine on care and maintenance, a range of social support measures was developed for employees affected by the redundancy and transferred to other Company units. These included severance pay of at least six average monthly salaries, early access to the corporate pension for participants of pension programmes, and the option to terminate housing programme participation early in favour of the employee, among others. In addition, employees were offered a smooth transfer to other Company production sites, including opportunities for retraining.

The bulk of the programme was implemented in 2023. All employee-related actions were carried out in compliance with the Russian labour and employment laws as well as Nornickel's social support policies and programme.

261 redundant employees (226 in 2023, 35 in 2024)

304 employees transferred within the Group (299 in 2023, five in 2024)

RUB 649 mln Total planned cost of the programme in 2023–2024

RUB 620.5 mln Actual cost of the programme in 2023–2024 (RUB 433 million in 2023, RUB 187.5 million in 2024), with more than 90% paid to redundant employees as compensation, severance pay, or financial assistance

New Year presents for children of Nornickel Group employees

Each year, to celebrate the New Year, the Company purchases over 65 thousand presents for employees' children aged 0 through 15.

Development of corporate communities

To boost employee engagement in achieving business goals and objectives, improve quality of life in the regions, share experience, and foster partnerships, Nornickel brings together proactive employees through its corporate communities.

Plant of Goodness corporate volunteering programme

For a description of charitable and volunteer environmental and social projects implemented by employees as part of the Plant of Goodness programme, please see the [Improving the Well-Being of Local Communities](#) section.



¹ Interviews with participants, experts, and business customers are available on the programme's official website at <https://www.komunveseravno.ru/posts.php?type=article>.

Those Who Care corporate change management programme

For several years now, Nornickel's Those Who Care programme has served as one of Nornickel's key catalysts for positive change and a tool for improving operational efficiency. It brings together proactive employees who jointly develop and advance ideas

to address a wide range of challenges facing the Company – from onboarding and professional growth of new hires and efficient inventory management to gas and condensate processing, the development of a plastic recycling system, and the search for alternative fuels for copper fire refining¹.

Business customers (managers):

- identify problems that require solutions;
- provide participants with managerial, administrative, and financial resources

Participants (employees from different units):

- come together in teams to seek new, effective solutions that meet the Company's needs and align with external trends;
- can gain access to training opportunities, attend regular meetings of the Change Practitioners Club, and interact with renowned experts

1,519 employees from Monchegorsk, Murmansk, the Pechengsky District, and the Trans-Baikal Territory applied to join the programme (297 of them in 2024)

22 projects fully implemented

51 managers became business customers

54 projects currently underway (implementation cycle: 3 to 5 years)

95 change management teams

~RUB 4 bn Expected economic impact of the proposed solutions

In Good Company corporate youth programme

In Good Company is a project for young people enabling Nornickel employees under 35 to follow educational tracks and develop their skills across a wide range of fields: boosting personal effectiveness as well as enhancing useful skills

and acquiring new ones for work and career growth to proposing development projects for the Company or local communities and unlocking creative potential. The programme covers four focus areas, providing each participant with a platform to bring their ideas to life and fulfil their potential.

Track	Goal	Participants	Examples from 2024 ^{1,2}
Professional practice	Fostering innovation-driven thinking. Building teams of like-minded peers within thematic communities	Innovators and efficiency champions focused on increasing the Company's efficiency and advancing their own professional growth	Implemented projects and initiatives: Garage, May Day, December Day, Working, Pit, Shop
Growth	Providing young employees with opportunities to build a successful career and fulfilling life	Active, engaged, and loyal young employees eager to learn and grow	Safe Safety case competition, webinars with experts
Social practice	Involving young employees in local development projects and strengthening their ties to the regions where the Company operates by building a social corporate community	Employees committed to solving local challenges and exploring new approaches and solutions	Implementation of projects proposed by social innovators, for example, developing a cutting-edge olympiad for high school students, a yoga tour, a chatbot helping users navigate coworking spaces across the city, a projection pedestrian crossing, and more
Creativity	Establishing conditions for creative, intellectual, and athletic self-expression of young employees. Involving them in the co-design and delivery of corporate events	Smart and creative people or anyone eager to learn more about the Company and the region	Just Dance tournament, phigital basketball, workwear fashion show, and creative master classes
Options for participation in the programme			
In-person meetings and track-specific events	In Good Company mobile app accessible 24/7, featuring educational and entertaining tasks	Online events: lectures, webinars, educational courses, and quizzes	

For the convenience of all participants, the Company offers a secure proprietary mobile app, where users can select any number of tracks and activities, expand their social circles and interests, and interact freely – regardless of job title, speciality, or location. By successfully completing tasks in the app, users can earn and accumulate experience points (XPs) and nickelcoins (NCs). The app's virtual currency can be redeemed for useful rewards from the online store.

Women in Modern Industries Russia initiative

Nornickel is a key partner of the Women in Modern Industries (WIM) association, which aims to build a community of women professionals in modern sectors, elevate the status of careers in industry, and support the professional and personal development of female leaders, in particular, by launching special programmes to foster women's leadership in the regions.

In 2024, WIM Russia held its Talented Woman in the Extractive Industry award ceremony in Moscow for the fourth time. The award received 630 entries, which is 28% more than in 2023. It brought together women from 64 Russian and CIS companies. A total of 125 women were named winners, including three Nornickel employees who won in various categories. Another 19 female employees from Nornickel were recognised as prize-winners in various categories, and 12 earned a Jury's Choice award³.

Participation and victory in the competition have a positive impact on the participants' professional development and career growth. Over the four years of the award's history, 31% of Nornickel's female employees who participated in the competition got promoted, with career progressions such as from chief engineer to centre director, grade 5 control console operator to plant process engineer, control room operator to lead engineer, and grade 5 flotation operator to facility foreman.

Mass sports events programme

To promote a healthy and active lifestyle among employees and their families, Group entities run a variety of mass sports events. The Company supports regular fitness activities, organises and holds annual sports events and corporate competitions. Specifically, the following events were held in 2024:

- Annual spartakiad competitions across the Company's footprint, in sports such as alpine skiing and snowboarding, cross-country skiing, swimming, volleyball, futsal, basketball, and ice hockey as well as family competitions and corporate runs;
- Holiday-themed sports events, including Defender of the Fatherland Day, Miner's Day, and Metallurgist's Day;
- A range of tournaments, such as the Night Hockey League, Business Champions League, and other leagues;
- Training sessions in various sports.

32.5 thousand

total number of employees covered by sports and fitness activities in 2024 (including participation in sports events and gym workouts)

>51 thousand

views for corporate competition live streams in 2024 – the scale achieved thanks to the [online corporate sports portal](#) launched in 2023



Nornickel: Hooked on Sport

The Nornickel: Hooked on Sport corporate project aims to encourage every employee to engage in regular physical activity, maintain a healthy diet, manage stress effectively, and enjoy both life and work. A dedicated mobile app brings together colleagues from different cities and offers a fun way to explore the Company's host regions through virtual journeys. The platform tracks all the kilometres covered and minutes spent training and uses a special ratio to convert them into an internal currency called "charges". These charges can be redeemed for branded accessories and apparel or an additional course on healthy eating. In 2024, the project was rolled out to the entire Group.

A new concept was developed for the project for 2025 to celebrate the Group's anniversary – Energy 9.0 All activities and challenges will revolve around this milestone number: 90 minutes, 90 charges, 90 repetitions, 90 challenges of varying difficulty, and a series of global 90-day challenges. Teams will be formed by host city or region to pursue shared fitness goals and maintain a healthy lifestyle together.

198

teams registered in the app as at the end of 2024

4,826

employees registered in the app as at the end of 2024

74%

Employee engagement

3,586

active participants as at the end of 2024

5.1

million activity charges collected in 2024

419.4

thousand km covered in 2024

¹ For more details, please visit the programme's social media page at: https://vk.com/goodcompany_nornik.

² Projects outside the established tracks: 12 Months in Good Company, Summer in Good Company, and the Business in Good Company business accelerator (featuring remote expert-led training modules), along with guided tours to enterprises.

³ For the full list of winners and participants, please visit WIM's official website at <https://wim-industries.ru/premija/>.