

03 Workplace safety



H&S management at Nornickel

GRI 403-1 GRI 14.16.2

Employee health and safety (H&S) is one of Nornickel's strategic priorities. This priority is set out in the Company's three corporate values, the 2030 Socially Sustainable Development Strategy, Key Focus Areas in Occupational Health and Safety for 2023–2025, and [MMC Norilsk Nickel's Occupational Health and Safety Policy](#).

Key occupational health and safety goals

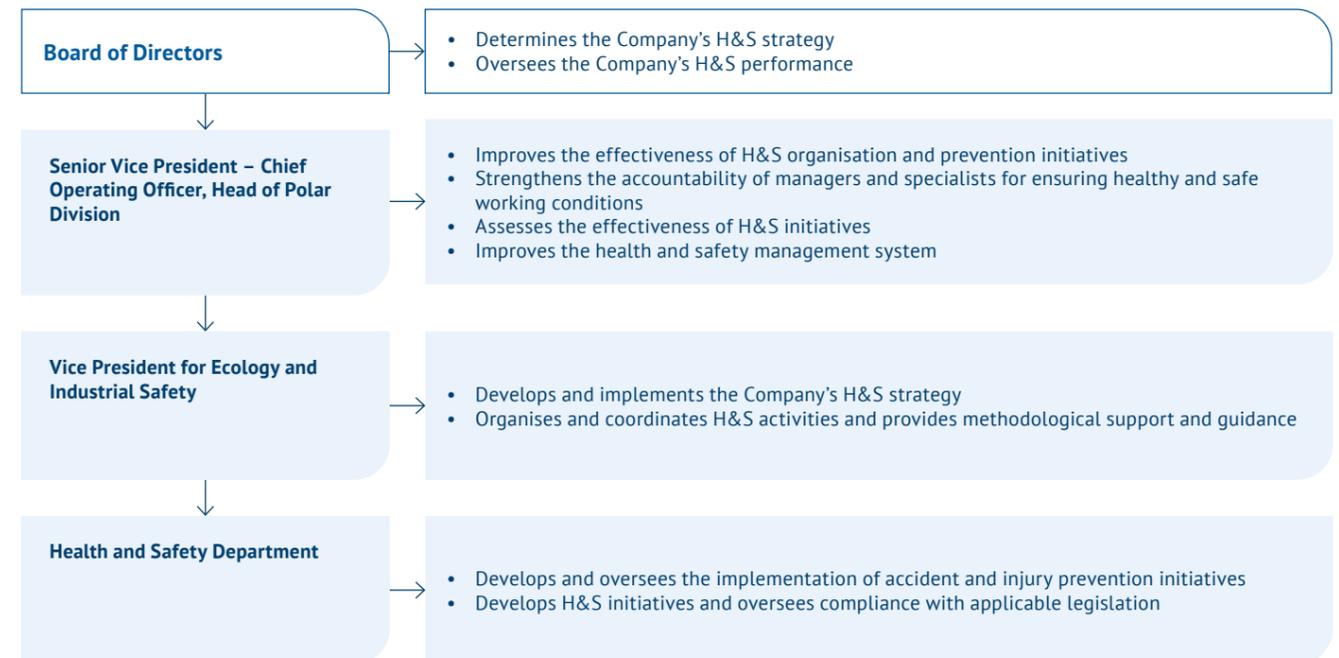
<p>No major accidents at production sites: measures to prevent accidents at the Company's facilities and the associated negative impact on local communities in operating regions or operational performance</p>	<p>Zero fatalities at production sites: a zero-tolerance policy for work-related fatalities</p>	<p>Safe working conditions and mitigation of risks associated with production processes</p>
---	--	--



The health and safety management system in place at Nornickel applies to all Company employees and complies with Russian laws, international standards, and certification requirements, as well as internal policies and regulations¹.

H&S responsibilities are allocated among Nornickel's various governance bodies and units in line with their terms of reference.

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



Coordinates the certification process for enterprises in the area of health and safety

Nornickel's health and safety management system is highly mature and fully compliant with ISO 45001:2018 Occupational health and safety management systems. In December 2024, an independent audit of the health and safety management system was completed. The findings highlighted the successful

application of a risk-based approach to process management, continuous system improvement, and the development of safety culture and internal audit practices. Nornickel not only complies with all applicable standards but also actively works to improve internal processes.

¹ For the full list of Norilsk Nickel's H&S regulations, please see [Nornickel's 2023 Sustainability Report](#).

Occupational safety management in the supply chain



GRI 403-1, 403-2, 403-5

GRI 14.16.2, 14.16.3, 14.16.6

Nornickel sources products and technical supplies on the domestic market through master agreements, which include a clause requiring the supplier to recognise and commit to generally accepted principles in human rights (including the right to safe working conditions) and labour relations, as set out in international legal instruments.

The principle of zero tolerance for any work-related fatalities and breaches of the Golden Rules of Safety is incorporated in the general terms and conditions of contractor agreements.

All works carried out by contractors in high-risk environments must comply with the applicable corporate standard. Health and safety requirements, which must be followed during both the organisation and execution of works, are included in work permits, operations certificates, process sheets, and instructions. Compliance with these requirements is monitored on a shift-by-shift basis.

Before starting work, contractor employees take induction and task-specific H&S briefings, including guidance on safety measures specified in work execution plans.

In addition to these briefings, contractor employees receive training from the Company's specialists on the fundamentals of safety culture, behavioural safety audits, and dynamic risk assessment. In 2024, such training was delivered to 1.1 thousand contractor employees.

At the Group's sites, regular joint inspections are carried out to monitor compliance with H&S requirements during work, alongside meetings of H&S councils (committees) involving contractor representatives. If contractors fail to comply with H&S requirements, penalties are imposed.

Any breach of the Golden Rules of Safety results in the removal of the contractor's employees from the Company's premises and a ban on accessing any Nornickel Group facility for a minimum of one year.

Repair audits

As part of its contractor management efforts, Nornickel introduced a new tool in 2024 for systematic quality and safety control of production processes – the repair audit, which is typically carried out by contractors.

The audit comprises three stages:

- Repair readiness assessment: before major repairs lasting from two weeks to one month, a team of experts assesses the planned and implemented proactive safety measures
- Contractor performance evaluation during the repair phase: this includes engagement with contractor managers, safety compliance checks using checklists, and the identification of problem areas and strengths
- Post-repair analysis: conclusions and observations are documented to guide corrective actions and inform future similar repair works, corrective actions are developed

These audits also help identify employees whose work falls short of H&S standards. Such employees receive targeted support: meetings with management are arranged and individual development plans are drawn up, including commitments to improve their skills during routine maintenance activities.

In 2024, four audits were conducted at the Group's sites in Monchegorsk, Chita, and Norilsk. Audit results suggest that work supervisors are improving their performance and paying greater attention to how their teams operate. The new initiative helps raise safety standards, mitigate risks through early detection of violations, ensure a more systematic approach to repair management, and promote process transparency through standardised assessment and documentation at each stage.

In the reporting year, the approach to setting H&S KPIs for project teams involved in major investment projects was revised.

The current incentive system is designed to encourage project teams to actively involve contractors in safe work practices – through regular communication, inspections, and audits.

The new system deliberately avoids incentives that might lead to the concealment of injuries or failure to report incidents. This approved proactive approach supports improved overall performance and helps project teams meet targets in terms of schedule and budget, while ensuring the necessary safety and quality standards are upheld.

In addition, a responsibility matrix was also developed for investment projects. This is particularly important given that construction sites are complex, constantly changing environments with a high risk of injury. The matrix has enabled clear allocation of responsibilities, ensuring that each participant in the process understands their role. Its practical implementation helps eliminate

overlapping roles, reduces the risk of H&S breaches, streamlines collaboration between units, and fosters a strong safety culture. A pilot implementation of the responsibility matrix at one of the Group's sites proved successful, with inspections confirming that processes were in line with established standards. Plans are in place to scale this practice across other Group enterprises.

In 2024, Nornickel held its second annual H&S session, bringing together representatives of key contractors. The event served as a platform for sharing experience, developing solutions, and delivering training aimed at reducing injury rates in the metals and mining industry. This year's session was distinguished by its strong practical focus and emphasis on collaborative problem-solving, which included expert presentations, training sessions, and brainstorming discussions. Participants gained access to best practices, including requirements for organisational and process documents as well as the use of personal protective equipment. Open dialogue between the Company and its contractors plays a key role in promoting the adoption of unified safety standards.



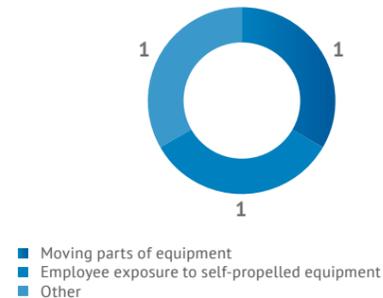
Work related injuries

GRI 403-9, 403-10 / SASB EM-MM-320a.1

GRI 14.15.3, 14.16.10, 14.16.11

Work-related injuries among Group employees

Number of fatalities by accident type in 2024

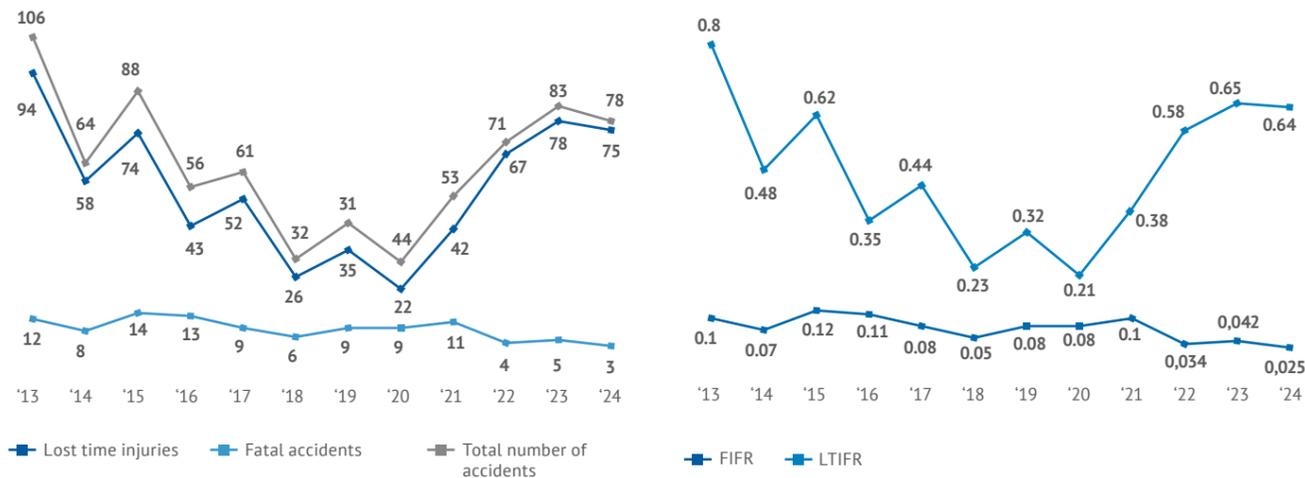


3

Number of fatalities by work type in 2024 (in mining operations)

Underground operations represent a high-risk area where serious incidents are most likely to occur. To address this, a project was launched in 2024 to establish a three-level system of safety barriers: technical (physical prevention of hazards), procedural (alerts providing safety-related information), and behavioural (personal awareness, the need to assess the situation and pay attention to potential hazards). An analysis of fatal injuries in underground operations helped identify 11 critical risks, with protective measures defined for each. Units operating in underground environments conduct barrier-based self-assessments, benchmarking their current situation against the conditions of an "ideal" mine model. This approach helps determine which protective mechanisms are already in place and which still need to be implemented. The next step will be to verify whether the self-assessment results reflect the actual situation.

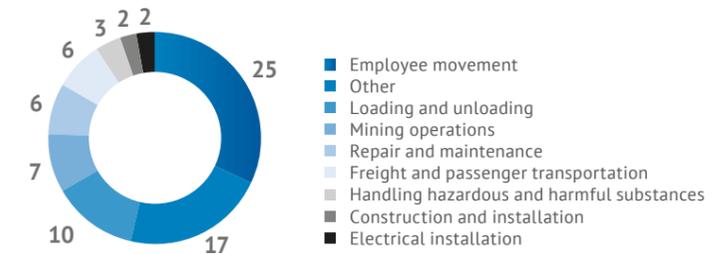
Trends in accident and work-related injury rates^{1,2}



¹ Excluding one accident until its work-related status and severity are determined.

² All accidents that occurred after 31 December 2024 up to the date of this Report, including three fatal accidents involving the Company's employees, have been investigated, and appropriate corrective actions are underway. The total number of accidents as at the Report's date is in line with global mining industry averages. For more details on the accidents, please see the Company's 2025 Sustainability Report.

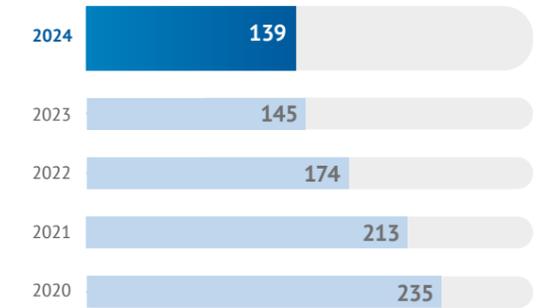
Number of injuries by work type in 2024



Nornickel's performance in this area is in line with global mining industry averages.

In 2024, the Group recorded three fatal accidents: one fatality resulted from an employee being pinned by a load-haul-dump machine, another from an employee being pinned between a pipeline and a mine wall, and the third one was caused by a dump truck striking a pipeline.

The number of cases of work-related ill health identified



In 2024, 75 lost time injuries were recorded, with a lost time injury frequency rate (LTIFR) of 0.64. The Company continues to strengthen its system for recording, classifying, and investigating incidents.

Investigation of fatal accidents

All fatal incidents are subject to internal investigation and are reported to the Board of Directors.

To address the root causes of an incident in which an employee was pinned between a pipeline and a mine wall, the Company improved the functionality of the positioning system to enable monitoring of self-propelled diesel equipment while stationary during shift breaks. The standard pipeline fixation design was also updated, providing detailed guidance on approved securing methods. All designated vehicle access points for passenger boarding and exiting were brought into compliance with established standard requirements.

Following the investigation into the incident involving a dump truck striking a pipeline, the overhaul of the mine's production control processes was initiated across all levels of management. The requirements for planning the installation and dismantling of process pipelines, as well as the inspection and acceptance of completed work, were revised.

Nornickel extends its deepest condolences to the families and friends of the victims and reaffirms that achieving zero work-related fatalities remains a key strategic priority. Nornickel will continue to implement programmes aimed at the prevention of workplace accidents.

Changes in the accident investigation procedure in 2024

- Commission chairs (general directors or unit heads) now personally present investigation reports at emergency committee meetings and assume responsibility for the findings.
- Dedicated groups have been established to monitor the implementation of investigation-related actions. These groups facilitate discussions of findings and corrective measures and develop universal solutions that are then adapted to each Group enterprise.
- A competition was held to identify the best accident investigations: evaluation criteria were established, top investigations were selected, and winners were named across four categories.

In 2025, an Incident Investigation Office will be launched, along with a 24/7 rapid response team in Norilsk, which will be dispatched to incident sites.

Contractors' work-related injuries

In 2024, systematic data collection from contractors was implemented for the first time. All information on incidents involving contractors, as well as statistics on hours worked, is now captured in a centralised system. These data are used to calculate injury rates among contractors, enabling comprehensive monitoring of safety performance metrics.

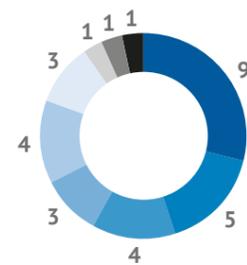
1
Number of fatalities among contractor employees by accident type in 2024 (moving parts of equipment)

1
Number of fatalities among contractor employees by work type in 2024 (in mining operations)

In 2024, one fatal accident involving a contractor employee occurred as a result of the employee being pinned by a conveyor belt. The FIFR rate for contractors was 0.017.

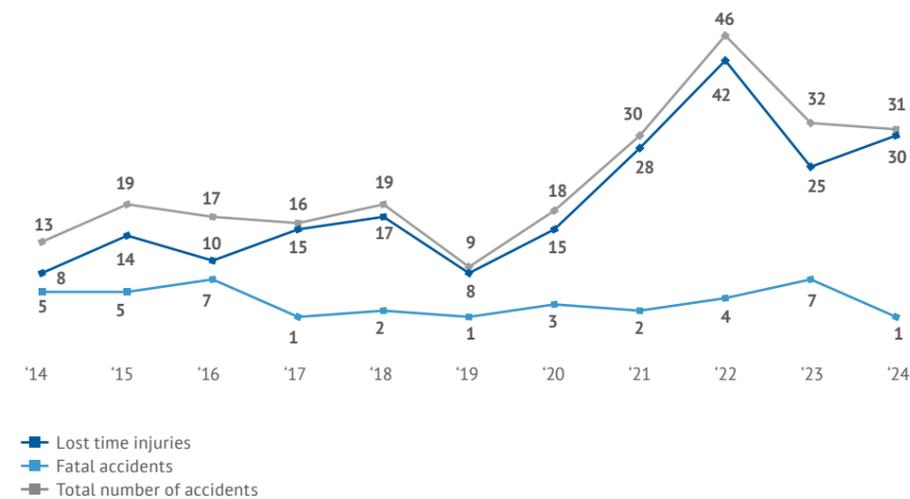
In 2024, 30 lost time injuries were recorded among contractor employees, resulting in a lost time injury frequency rate (LTIFR) of 0.52.

Number of injuries among contractor employees by work type in 2024



- Employee movement
- Mining operations
- Other
- Construction and installation
- Work at height
- Repair and maintenance
- Loading and unloading
- Freight and passenger transportation
- Electrical installation

Accident and work-related injury rates among contractor employees



H&S system development and mitigation of key risks

GRI 403-1, 403-2 GRI 14.16.2, 14.16.3

The Company plans to achieve its goals of reducing work-related injuries and eliminating fatalities by enhancing the health and safety system, which is implemented across all operations.

As part of its ongoing effort to develop the H&S system, Nornickel applies Patrick Hudson's Safety Culture Ladder methodology. By 2030, the Company aims to gradually progress to higher maturity levels within Hudson's model, from the current score of 2.4–2.7 to the target level of 5.0. To do this, the Company is implementing safety culture projects of varying scale and scope, including Developing Risk-Based Thinking, Reframing the Image of H&S, Developing the H&S Train-the-Trainer Programme, H&S Internal Communication System, and others.

Developing risk-based thinking

In 2024, Nornickel continued implementing its safety culture transformation project across Polar Division mines by developing risk-based thinking – specifically, identifying and mitigating workplace hazards.

In 2023, Nornickel launched a unified incentive system to encourage workplace hazard identification, offering fixed payments ranging from RUB 5 thousand to RUB 10 thousand depending on the employee's level of involvement in risk management. Employees are informed about this process during dynamic risk assessment training sessions, and memos have been developed to outline the reporting procedure.

>1 thousand
Group employees received cash rewards totalling over RUB 10 million for identifying workplace hazards in 2024

>4.2 thousand H&S hazards
in total have been identified by workers, engineers, and technicians over the course of the project



Reframing the image of H&S

2.63^{5.0}

current score assigned to the image of the H&S service in a survey of over 3.4 thousand Norilsk Nickel employees (2030 target: 5.0)

Since December 2023, the Company has been implementing a project to reframe the image of its H&S teams. The first step was to make a baseline image assessment using four key criteria:

- Value for the relevant units (related functions and operations)
- Fairness and consistency in decisions and actions (no favouritism for some and excessive scrutiny for others)
- Accessibility and openness (people should know where to find H&S specialists, how to contact them, and where to go with questions or concerns)
- Communication (no unethical behaviour)

A total of 128 managers of the H&S function had their competencies assessed, each receiving an individual report with development recommendations. A double-blind method covering 8 thousand markers was used to evaluate and analyse the results, eliminating the possibility of result manipulation. Senior managers could get feedback in writing as well as through face-to-face

discussions. Based on this feedback, all managers of the H&S function were instructed to draw up individual development plans and implement at least two internal projects aimed at reshaping the function's image. Examples included the secondment of H&S employees to production units, the identification of unsafe operations, and other initiatives. Successful projects implemented in the reporting period will be scaled in 2025.

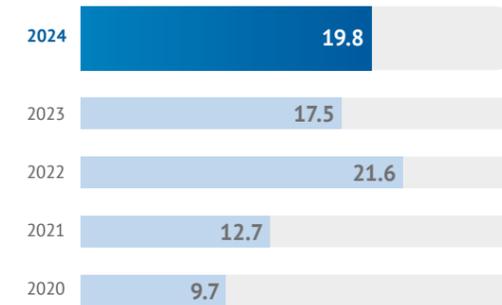
On top of that, trainings sessions tailored to employees' actual needs were delivered based on the assessment results. The trainings focused primarily on partner influence, communication in challenging environments, and delivering appropriate feedback. Over the year, a total of 884 people participated in three waves of training, with each participant completing an average of three sessions. The training programme also included practical tasks: participants received assignments via messengers, carried them out using their newly acquired skills, and received feedback on their performance. Positive outcomes of the initiative included improved communication and stronger presentation skills.

Nornickel's internal corporate standard regulates the procedure for refusing to work when there is a hazard that threatens the employee's life or health. Anyone who identifies such a hazard must report it to their immediate superior for further action. Once management has been informed, the employee exposed to the risk may leave the workplace without obstruction until the threat to their health and safety has been eliminated. Refusal to work under life- and health-threatening conditions does not result in any disciplinary action against the employee.



Expenditures on employee health and safety (RUB bn)

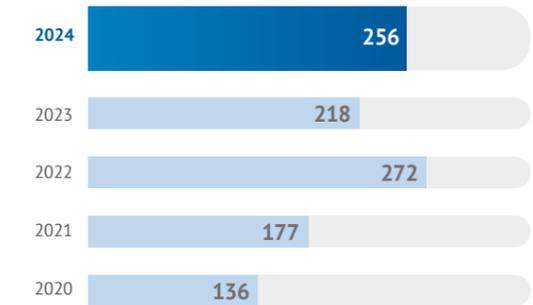
UNCTAD C.3.1, MED-27



The largest share of health and safety expenses is related to the purchase of personal protective equipment (24%) and ensuring production facilities' compliance with H&S requirements (18%).

Health and safety expenditures per employee (RUB thousand)

MED-27



OPEX for health and safety in 2024

RUB 19.8 bn

Special assessment of working conditions

11,375

workplaces covered by SAWCs in 2024

21,121

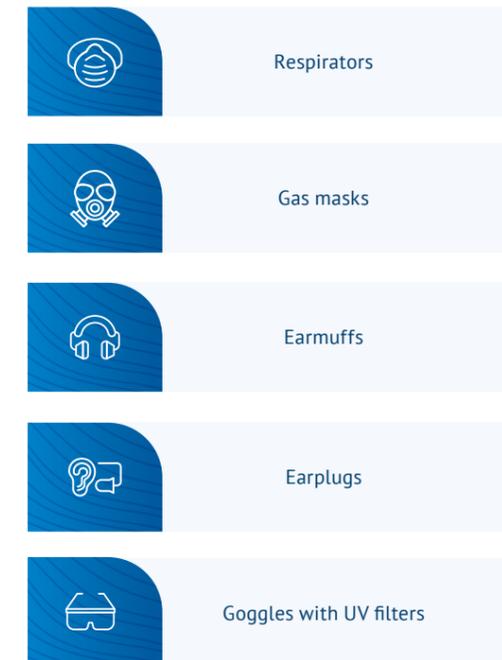
employees working at workplaces covered by SAWCs in 2024

RUB 144 mln

Total SAWC-related expenditure across the Group in 2024

Hazardous and harmful workplace factors are identified during a special assessment of working conditions (SAWC). Based on its results,

employees are provided free of charge with personal protective equipment (PPE), including respiratory, hearing, eye, and skin protection.



Provision of personal protective equipment

GRI 403-3 GRI 14.16.4

Underground work, extreme climate conditions, and the operation and maintenance of metallurgical equipment and heavy self-propelled vehicles result in specific working conditions and certain impacts. Nornickel protects its employees from workplace health and safety hazards by implementing organisational safety measures and providing PPE.

RUB 4.7 bn
spent by Nornickel in 2024 to purchase PPE

To ensure that employees receive effective and comfortable PPE, trials of new equipment were conducted at the Group's industrial facilities as part of the transition to products from domestic suppliers.

PPE tracking bot

Nornickel's Supernika mobile app features an AI-powered bot that allows employees to track the PPE issued to them and receive alerts when replacements are needed.

Managers can use the system to monitor PPE provision for their teams. More than 850 employees have joined this interactive online programme.

IT for safety on the shop floor

In 2024, a project to detect the presence of employees in the buckets of load-haul-dump machines was implemented at Severny Mine, operated by the Polar Division's Kola site metals and mining enterprise.

Mining machinery is equipped with built-in video recorders that transmit footage to the IT team. The system has been trained to automatically detect safety violations without human intervention. Retrospective video footage dating back to 2013 was used to train the neural network, which accurately identified all instances where people were present in the bucket.



A separate project is also underway to detect whether employees are wearing safety harnesses when working at height. This system has been in place since 2023 at the Trans-Baikal Division, where stationary cameras have been connected and are processing data using video analytics. When the system is scaled, a different setup will be used – cameras mounted on portable tripods. This approach is particularly relevant for construction sites, where the risk of employees working at height without a harness is high. Tripod-mounted cameras will help detect such violations and enhance safety at construction sites.

At the Kola site, a new project has been launched to monitor the area around the cutting line. A video analytics system will track the presence of personnel near operating equipment to prevent access to moving conveyor belts.

In 2025, we initiated a project to detect the presence of people in areas where loads are being moved. All cranes will be equipped with the necessary detection systems.

Control of compliance with H&S requirements and prevention of violations

Nornickel regularly implements measures to prevent work-related injuries through systematic H&S compliance monitoring and proactive prevention of safety violations.



Key health and safety performance indicators for accident prevention

Indicators	2020	2021	2022	2023	2024
Audits conducted					
By health and safety committees (thousand)	>48.5	>50.3	>47.7	>49.7	>45.6
Target audits conducted by managers, senior specialists, and committees of the Group's facilities and units (thousand)	10.6	11.1	11.4	15.2	20.6
Ad hoc audits (thousand)	27.0	23.0	21.9	30.4	21.2
Integrated audits of health and safety and relevant management systems	164	182	174	183	— ¹
Number of safety warning slips withdrawn from employees for H&S violations (thousand)	1.1	1.1	0.6	0.6	0.6
Employees disciplined for H&S violations (thousand)	5	3.3	2.1	1.9	1.8
Employees whose bonus payments were reduced (thousand)	>10.0	>8.0	>6.5	>6.0	>3.9
• Total (RUB mln)	>59.0	>66.0	>61.5	>88.6	>47.1
Employees incentivised for active involvement in health and safety and for contributing to injury reduction efforts recognised during audits (thousand)	>5.0	>5.0	>4.0	>1.8 ²	>2.8
• Total (RUB mln)	>59	>69	>58	>19.7	>30.8

The Company has established a set of Golden Rules of Safety that apply to all employees. Failure to comply with these rules results in termination

of the employment contract. In 2024, 25 employees were dismissed for violating the Golden Rules of Safety.

¹ The methodology for assessing this indicator will be updated. In 2024, the new approach to comprehensive H&S audits was piloted across nine facilities of the Company (for more details, please see p. 122 of this Report). A Company-wide standard will be adopted in 2025.

² The decrease in the number of employees incentivised for active involvement in health and safety and for contributing to injury reduction efforts recognised during audits was due to changes in the bonus award criteria.

All improvement notices issued to the Polar Division by the Federal Environmental, Industrial, and Nuclear Supervision Service of Russia (Rostekhnadzor) for 2024 were analysed (for the number of improvement notices and the amount of fines, please see [p. 344](#) of this Report).

Starting in 2025, a new systematic approach has been adopted, which includes the following elements:

- maintaining a unified register of improvement notices and tracking their implementation
- analysing the non-compliance cases outlined in the notices (criticality, recurrence, root causes, etc.)
- conducting regular reviews of performance outcomes by the heads of Group enterprises, the Senior Vice President – Chief Operating Officer of the Company, and the Head of the Polar Division.

Introduction of a new approach to internal audits

In the reporting year, Nor Nickel fundamentally revised its approach to conducting internal audits. Previously, audit results were compiled into a detailed report with numerous comments, and an effectiveness score was calculated. Under the new format, auditors prepare a list of ten key questions in advance. Effectiveness scores have been removed, reports are limited to no more than two pages, and point-by-point comments are no longer included. The primary focus has shifted to identifying systemic gaps in processes rather than recording isolated deficiencies (such as missing signatures in documents, etc.). Audits now include

joint round-table discussions, which help uncover issues that may go unnoticed by managers and operations specialists, who are encouraged to openly share their insights and experiences. The new format is aimed at improving internal processes.

In 2024, the new audit methodology was successfully piloted at nine of the Group's production enterprises, receiving positive feedback from the audited entities. This approach was developed in-house, directly on the shop floor, through close collaboration with operations teams.

Health and safety competitions

Nor Nickel has a corporate standard in place for organising team and individual H&S competitions, open to representatives from all Group enterprises.

Team competitions are held among the production facilities of the Nor Nickel Group, divided into seven groups.

In individual competitions, candidates are assessed based on their achievements in implementing initiatives and innovations, maintaining zero accident and injury rates, contributing to production processes, engaging colleagues in H&S activities, and effectively communicating safety information.

Based on the results of the 2024 individual competitions, winners were selected and awarded honorary titles.

Best Health and Safety Unit Head

Best Health and Safety Line Manager

Best Health and Safety Specialist

Best Health and Safety Compliant Worker



1 person



5 people



1 person



5 people

Health and safety communication

Nornickel runs an ongoing Safe Labour communications programme.

Key focus areas of the Safe Labour programme

Media support for key H&S initiatives

Posting up-to-date H&S information on the intranet portal

Informing employees about the Company's H&S status, including updates on incidents, investigation outcomes, and corrective actions

Demonstrating leadership's commitment to safety requirements (through media publications and direct meetings with employees)

Summarising and publicising the results of competitions for the best H&S manager, specialist, and worker

3.4 thousand

users of the Life and Safety – Work Environment programme

280

posts

250

stories

25

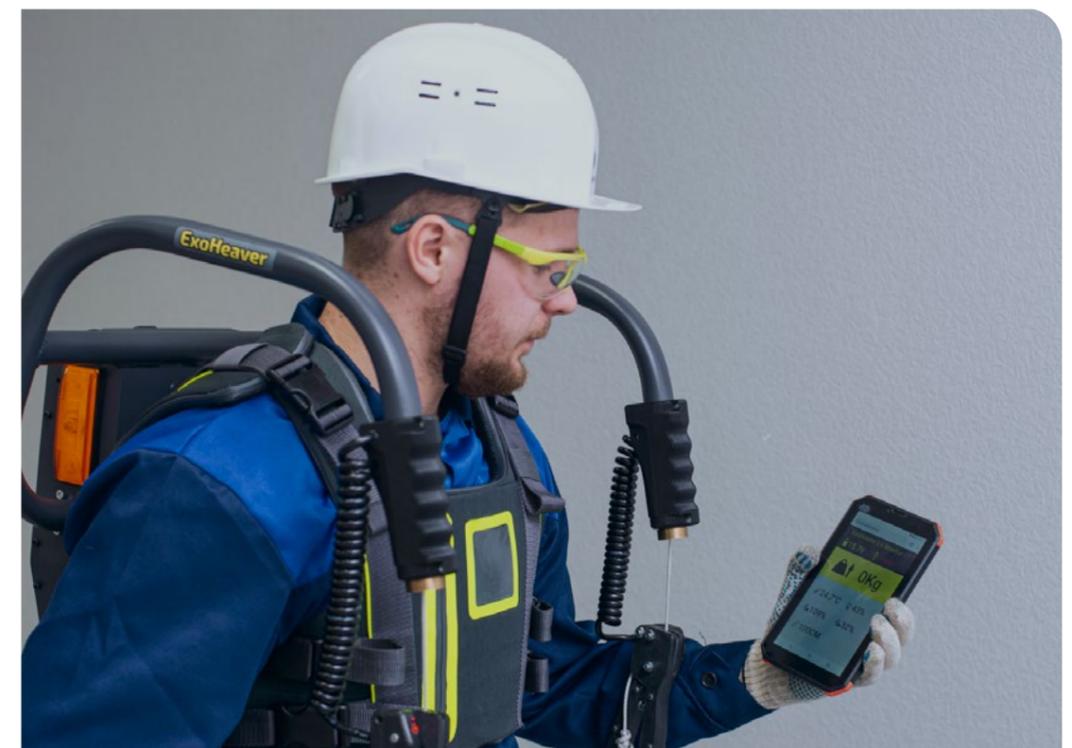
videos

11

and lessons learned have been published



All Company employees have access to occupational health information



In 2024, the Company launched a new communications programme to foster safety culture, dubbed Life and Safety – Work Environment. It serves as a unified internal communication system to keep employees informed. The Supernika corporate mobile app and the [Telegram channel](#)

[At Least Comply with Something](#) are used to regularly publish H&S-related content, including safety reminders, descriptions of workplace scenarios, statistics, process flowcharts, interviews with H&S personnel as well as trainings and quizzes to test knowledge retention.

H&S training

Employee engagement in H&S management

>74 thousand

Number of employees working at Group companies with joint committees involving trade unions as at the end of 2024 (approximately 95% of the Group's average headcount)

GRI 2-26, 403-4

GRI 14.16.5

One of the forms of worker participation in occupational health and safety management at Norinickel is the establishment of joint H&S committees (councils), which include representatives of management, employees, and trade unions.

Joint committees operate in the majority of Group companies. They are not established at the Head Office¹ and at the Norilsk Nickel Corporate University². Contractors also participate in joint committee meetings when matters concerning contractor employees are on the agenda.

931 employees

representing trade unions and staff took part in preventive activities in 2024

>5.7 thousand

audits conducted by authorised occupational health representatives in 2024

1,017 proposals

to improve working conditions and occupational health submitted in 2024

RUB 331 mln

Total H&S training costs across the Group



Employee engagement assessment results indicate a positive response from participants to the training sessions and programmes delivered through the Train-the-Trainer Programme.

Health and safety topics covered in formal agreements with trade unions

SASB EM-MM-310a.1

The majority of the Group's production enterprises have collective bargaining agreements in place between management and employee representatives (including trade unions), which contain provisions on health and safety.

These agreements cover more than 73 thousand Group employees (94.3% of the Group's total headcount).

All-Russian professional skills competition for H&S trainers and specialists

In 2024, Norilsk hosted the first all-Russian competition, bringing together enterprises from the nuclear, chemical, and metals and mining industries. The event consisted of three parts: a workshop titled Changing Beliefs as the Key to Safe Operation; competitive training demos (categories: Training for Managers, Training for Employees, and Co-Facilitation); and a site

visit to a training facility at one of Norinickel enterprises. Participants highlighted the importance of experience sharing, teamwork, fresh ideas, and the development of knowledge and skills in a friendly, professional environment. The competition will be held for the second time in 2025.

Training activities

GRI 403-5 / SASB EM-MM-320a.1

GRI 14.16.6

Nornickel upsills its employees in health and safety through briefings and training courses, which include dedicated, comprehensive programme modules tailored to the specific profile of the Company's production and operations.

>135 thousand

Group employees completed pre-certification briefings, training, and certification in health and safety in 2024³

In 2024, Nornickel continued implementing the H&S Train-the-Trainer Programme, which involves participants in training and team-building activities as well as experience sharing between Group entities.

The actual number of employees trained in 2024 exceeded the planned figure by 10%, reaching over 55 thousand.

In 2024, the H&S and Recruitment Services launched a pilot project for students doing internships at Group enterprises – Safety Starts Here. Throughout their two-month internships, students attended weekly workplace safety training sessions tailored to the needs of their future profession. The sessions were conducted in an interactive

format. During the training, students engaged in discussions with trainers on H&S topics and reinforced their knowledge through practical exercises. The training was led by H&S Department managers, who are also experienced part-time professional trainers.

Road safety

Since 2023, Nornickel has been implementing a set of measures aimed at improving road safety. In the reporting year, 3 thousand Nornickel drivers and 1 thousand contractor employees were trained in defensive driving. Three internal trainers were certified to deliver defensive driving courses, and three audits of approved training providers were conducted to assess the quality of driver training.

In 2024, the Company began introducing distinct focus areas within transport safety, including underground transport, rail transport, aviation, maritime and river transport, and the transportation of hazardous goods. These updates expanded the scope of responsibility for transport safety,

consolidated oversight within a centralised structure, and improved safety management across all modes of transport.

For the first time, a dedicated session for road safety officers was held in Saint Petersburg. The event presented a vision for an integrated transport safety management system and provided a platform for sharing best practices.

Prevention of occupational diseases

GRI 403-3 GRI 14.16.4

RUB 471 mln
Medical examination costs in 2024

In order to study and reduce the potential impact of workplace factors and prevent occupational diseases, Nornickel regularly monitors employee health.

Employees undergo compulsory pre-employment medical examinations, followed by scheduled, regular, and ad hoc medical check-ups. Those working in hazardous conditions are subject to periodic medical examinations at certified healthcare institutions authorised to conduct pre-employment and periodic check-ups, assess fitness for duty, and determine whether a disease is work-related, within the timeframes established by law.

RUB 954 mln
Maintenance and operation costs for medical aid posts in 2024

Before each shift or trip, employees are examined on site through pre-shift and pre-trip check-ups.

The Company provides employees working in hazardous conditions with preventive nutrition, milk, or other equivalent food products in line with applicable legislation and Nornickel's internal regulations.

RUB 1,971 mln
Special nutrition and milk costs in 2024

Corporate Healthcare

GRI 403-6 GRI 14.16.7

People are Nornickel's most valuable asset – its key capital and resource. The physical and mental well-being of employees directly affects productivity and the Company's overall performance. Ensuring accessible, timely, and high-quality medical care – both through medical centres and onsite medical aid posts at industrial facilities – is a strategic priority for Nornickel. This commitment is reflected in the Company's 2030 Socially Sustainable Development Strategy.

For the past five years, Nornickel has been implementing a corporate healthcare development project. It includes the construction and upgrade of medical infrastructure, recruitment of highly qualified medical professionals, adoption of advanced information technologies, and support for public healthcare in the Company's regions of operation.

In cities where Nornickel employees and their families live, the Company has established a process for conducting comprehensive assessments of local healthcare systems and their specific components. These analytical efforts provide a deep insight into the operations of healthcare institutions, helping to identify strengths, pinpoint areas for improvement, and adapt strategies to enhance the quality of medical services.

At the same time, information campaigns are underway to promote healthy lifestyles, alongside dedicated health programmes¹. Advanced solutions are being introduced to give employees across all regions access to expert, timely information on effective ways to take care of their health, contributing to improved well-being and quality of life.

Corporate Healthcare in figures

OPEX for corporate healthcare in 2024

RUB 1.5 bn

CAPEX for corporate healthcare in 2024

RUB 1.3 bn



Total planned investments:
>RUB 10 billion

Current funding (2019–2024):

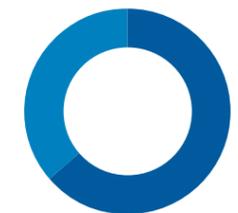
RUB 5.9 billion



Total number of planned healthcare facilities:
7

Number of commissioned facilities (2019–2024):

4



Total number of medical aid posts and health check rooms to be upgraded:
>70

Number of commissioned facilities (2019–2024):

>30

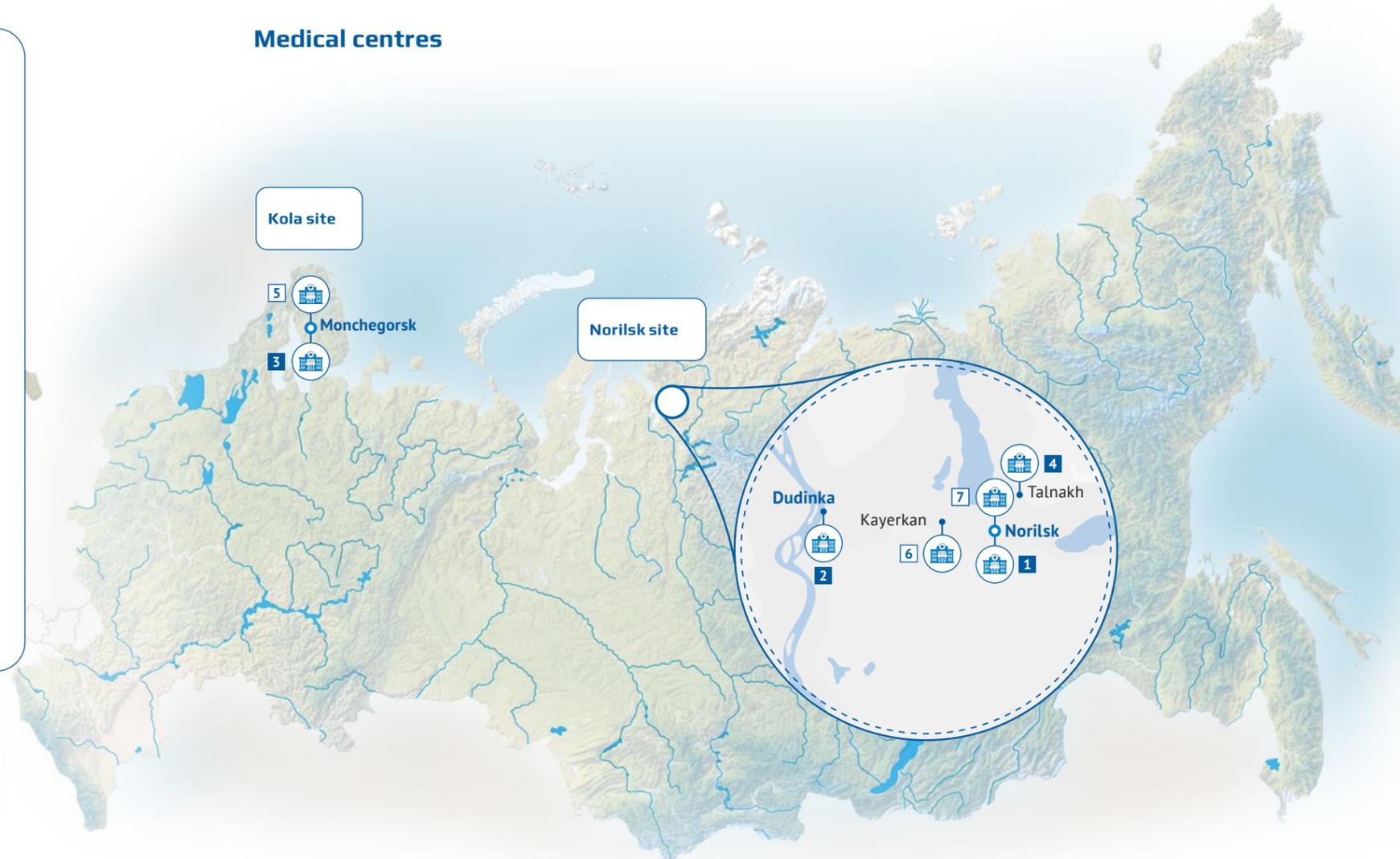
¹ Healthy Woman of the North (Monchegorsk), Healthy Heart, and Diabetes School (Norilsk, Dudinka).

Medical centres

- 1 Central outpatient facility in Norilsk** (established in 2021)
 - 14 primary healthcare areas
 - 237 types of medical services¹
 - 300.5 thousand medical services provided (since launch)
- 2 Dudinka Medical Centre (DMC)** (established in 2023)
 - 11 primary healthcare areas
 - 236 types of medical services¹
 - 17.1 thousand medical services provided (since launch)
- 3 MRI centre in Monchegorsk** (established in 2023)
 - 6 diagnostic and consultation areas
 - 106 types of medical services
 - 1.8 thousand MRI scans performed (since launch)

- 4 Medical centre in the Talnakh District of Norilsk**
 - A medical centre in Talnakh was commissioned in December 2024
- 5 Disease prevention centre in Monchegorsk** (scheduled for commissioning in 2027)
- 6 Medical centre in the Kayerkan District of Norilsk** (scheduled for commissioning in 2025, with planned medical licensing)
- 7 Medical centre in the Central District of Norilsk** (scheduled for commissioning in 2030)

Medical centres



Medical aid posts and health check rooms

The Company has established the primary level of its corporate healthcare system – a shop-floor medical service staffed by a general practitioner, present on a regular basis. The service is designed to deliver quality medical care to employees directly on the shop floor.



¹ In 2024, clinical laboratory diagnostics services were launched at this facility and at the Dudinka Medical Centre.
² Cumulative total since the service was launched.



Digital Healthcare

An information system and a mobile app for employees were developed and launched, enabling employees to instantly access their medical records, book doctor appointments, and receive up-to-date information about clinic services. In addition, a disease risk assessment and electronic medical record management system was implemented.

Accident and emergency preparedness



Accident preparedness

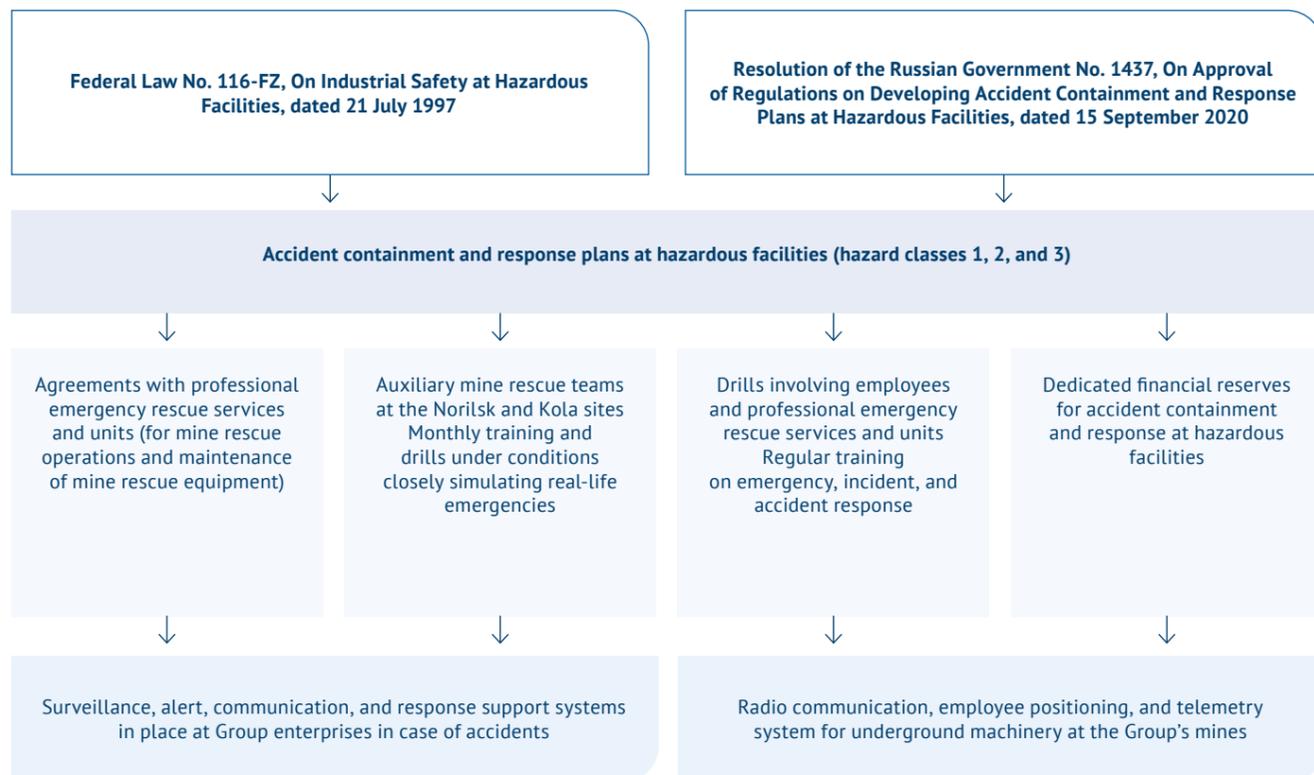
To ensure the reliable operation of equipment and production processes, prevent accidents, and mitigate their consequences for the environment and local communities, Nornickel applies a risk-based approach to industrial safety management.

As the Company operates more than 300 hazardous facilities that use various hazardous substances in their processes, Nornickel's facilities maintain ongoing emergency preparedness, including readiness to contain and respond to accidents.

Accident containment and response plans at hazardous facilities are approved by the heads (deputy heads) of production units that operate such facilities, and coordinated with the relevant heads (or deputy heads responsible for approving action plans) of professional emergency rescue services or units engaged in containment and response efforts.

These plans are reviewed and approved in accordance with established timeframes.

Accident preparedness system at hazardous facilities



Plan validity periods



In 2024, Nornickel and Rostekhnadzor took measures to enhance health and safety, including:

- continued implementation of the project to create a remote industrial safety compliance monitoring system at the hazard class 1 facility of the Kola site metals and mining enterprise (chlorine storage)
- deployment of the building and structure monitoring system (covering more than 1 thousand facilities connected to the information and diagnostic system)

- steps to improve the quality of industrial safety expertise and the organisation and delivery of routine repairs at hazardous facilities.

In addition, to prevent incidents similar to the one that occurred at CHPP-3 in 2020, the Company is revamping fuel storage facilities at CHPP-1, CHPP-2, and CHPP-3 in Norilsk.

[For more details, please see the Climate Change section](#)

¹ Except for the facilities listed in the first two rows of this table.



Emergency preparedness

In pursuing a targeted policy to mitigate the risks of major accidents at its production facilities, the Company acknowledges the potential for such accidents to escalate into emergencies that may endanger not only the lives and health of Norinickel employees but also of residents in the areas hosting the Company's facilities. Emergencies may also result from hazardous natural phenomena characteristic of the Far North, such as extreme cold, snowstorms, and permafrost thawing.

The Group's emergency preparedness system for critical and potentially hazardous facilities is implemented in accordance with Federal Law No. 68-FZ, On Protection of the Population and Territories from Natural and Man-Made Emergencies, dated 21 December 1994, as well as other laws and regulations of the Russian Federation and the Group's internal regulations.

Emergency scenarios are modelled in an action plan for emergency prevention and response (the "plans") to calculate the parameters of potential emergencies and provide detailed response procedures for personnel and emergency rescue units to protect the life and health of employees and the public, minimise environmental damage, and reduce material losses.

The plans are coordinated with the head of the local administration in the area where the Group operates, as well as with the heads of professional emergency rescue units responsible for providing coverage for the facilities. The plans are updated annually and fully revised every five years. The scenarios outlined in the plans

are communicated to employees when they join the Company and during the annual emergency response briefing. The information provided covers the types of emergencies that may pose a threat at work or at home, along with guidance on how to stay safe in such situations. Regular emergency response drills are also conducted with employees and emergency rescue units to practice response procedures outlined in the plans.

Information exchange agreements have been signed with regional offices of the Ministry of the Russian Federation for Civil Defence, Emergencies, and Elimination of Consequences of Natural Disasters (EMERCOM), under which forecasts of potential emergencies are communicated for the areas where the Company's facilities are located. The duty dispatch services at production units monitor the situation 24/7, issue emergency alerts to the public in the event of threats to life or health, and coordinate the rapid response of both professional and corporate emergency response teams.

To support emergency prevention and response measures, Group entities operating critical and potentially hazardous facilities have established financial and material reserves.

In 2023–2024, in accordance with updated national legislation, safety passports were developed for all critical and potentially hazardous facilities of the Group. Additional emergency response drills were conducted, resulting in emergency response preparedness certificates being issued.

60

critical and potentially hazardous facilities operated by the Group (all safety passports have been developed; emergency prevention and response action plans have been prepared)

35

own emergency response teams (provided with necessary equipment and gear)

1,283

rescuers certified for emergency rescue operations (including gas rescue, mine rescue, search and rescue, and oil spill response)

800

drills and trainings focused on accident and emergency response and fire suppression

15

drills and trainings focused on accident and emergency response and fire suppression

10

Company firefighters and rescuers received agency awards from EMERCOM of Russia

>RUB 2 bn

total amount of financial reserves for emergency response

252

employees of the Company's Head Office (100% of new hires) trained in protection against emergency threats at work and at home

500

people took part in hands-on training on first aid and psychological support in stressful emergency situations

15

business processes detailed and standardised as part of the civil defence and emergency response system



Ensuring fire safety

A complex of buildings has been constructed at the site of Nadezhda Metallurgical Plant to house the Company's emergency response services. The complex includes:

- a fire station and training facility, designed to support 24/7 duty shifts for fire service personnel, accommodate firefighting equipment, and provide training for working at height

- a separate building accommodating the gas rescue service, including its personnel, vehicles, and equipment used in emergency and accident response at the Company's facilities.

All Company enterprises are implementing programmes to equip their facilities with automated fire safety systems. In 2024, 141 facilities were fitted with advanced fire protection systems.