

GRI 14.9.2, 14.23.2

Indicators	2020	2021	2022	2023	2024
Direct economic value generated	1,123.2	1,324.1	1,183.6	1,235.2	1,172.7
Economic value distributed, including:	811.6	1,241.4	939.8	1,018.6	946.6
• operating costs ¹	295.2	423.0	292.2	409.7	452.1
• community investments and charitable activities ²	9.7	33.0	31.7	25.1	26.0
• employee wages and benefits, including payroll taxes	147.6	164.7	224.5	234.9	248.0
• payments to providers of capital (interest, dividends ³)	213.8	412.2	202.8	171.6	62.3
• gross tax payments	145.2	208.4	188.6	177.3	158.2
Economic value retained	311.7	82.8	243.9	216.5	226.1

GRI 14.21.5

Indicators	Board of Directors		Management Board	
	Male	Female	Male	Female
Under 30 years	0 (0%)	0 (0%)	0 (0%)	0 (0%)
30–50 years	3 (23%)	1 (8%)	5 (36%)	2 (14%)
Over 50 years	6 (46%)	3 (23%)	4 (29%)	3 (21%)

³ Accrued dividends are included in the calculation.

GRI 14.7.4

Indicators		Total water withdrawal from external sources ⁵	Including				
			Surface water	Groundwater	Natural water inflow	Third-party wastewater and water from municipal or other water networks (excluding networks of the Energy Division's energy enterprise)	
Group's total	2024	321.2	218.3	26.2	49.9	26.8	
	2023	315.0	207.3	26.2	51.5	29.9	
	2022	353.1	233.2	24.4	61.9	33.6	
	2021	351.2	224.9	29.4	57.4	39.5	
	2020	374.9	259.8	30.9	46.7	37.5	
Including:	The Norilsk site's production enterprise (Talnakhskoye, Oktyabrskoye, and Norilsk-1 deposits)	2024	25.9	0.0	0.0	20.8	5.1
		2023	26.0	0.0	0.0	20.9	5.1
		2022	26.2	0.0	0.0	24.2	1.9
		2021	29.8	0.0	0.0	24.36	5.5
		2020	25.6	0.0	0.0	20.1	5.5
	The Energy Division's energy enterprise and MMC Norilsk Nickel's energy branch	2024	234.2	200.8	25.6	2.7	5.0
		2023	220.4	189.9	25.7	0.0	4.8
		2022	261.1	217.2	23.9	2.7	17.3
		2021	257.9	209.7	28.8	2.04	17.4
		2020	286.0	234.6	30.6	2.7	18.0
	The Kola site's metals and mining enterprise	2024	37.1	13.9	0.0	12.7	10.5
		2023	38.0	13.6	0.0	12.9	11.5
		2022	39.1	12.3	0.0	13.3	13.6
		2021	32.5	11.1	0.0	13.1	8.3
		2020	38.2	21.3	0.0	8.7	8.3

GRI 14.7.4

Indicators	2022	2023	2024
Total water withdrawal	353.1	315.0	321.2
Surface water, including:	233.2	207.3	218.3
• freshwater	233.2	207.3	218.3
• other water	0.0	0.0	0.0
Groundwater, including:	24.4	26.2	26.2

⁵ Excluding water withdrawal from the networks of the Energy Division's energy enterprise

Indicators	2022	2023	2024
• freshwater	24.4	26.2	26.2
• other water	0.0	0.0	0.0
Third-party wastewater and water from municipal or other water networks (excluding networks of the Energy Division's energy enterprise), including:	33.6	29.9	26.8
• freshwater	9.2	0.0	0.0
• other water	24.4	29.9	26.8
Natural water inflow, including:	61.9	51.5	49.9
• freshwater	0.0	0.0	0.0
• other water	61.9	51.5	49.9
From the networks of the Energy Division's energy enterprise, including:	85.6	87.4	91.8
• freshwater	85.6	87.4	91.8
• other water	0.0	0.0	0.0
Water in a sea or in an ocean, including:	0.0	0.0	0.0
• freshwater	0.0	0.0	0.0
• other water	0.0	0.0	0.0

Water bodies used for water withdrawal and wastewater discharge¹

GRI 303-1 / SASB EM-MM-140a.1

GRI 14.7.2

Branches and business units	Water bodies used for water withdrawal and assessment of the significance of the Company's associated impacts	Water bodies used for wastewater discharge and assessment of the significance of the Company's associated impacts
Business units and branches in the Norilsk Industrial District	Water is withdrawn from the Yenisei River and water bodies of the Norilo-Pyasinskaya water system and the Kara Sea. The Company's operations have no significant impact on the water bodies	Wastewater is discharged to water bodies of the Yenisei River basin and the Norilo-Pyasinskaya water system. The Company's operations have no significant impact on the water bodies
Business units and branches in the Murmansk Region	Water is withdrawn from the Barents Sea's water bodies. The Company's operations have no significant impact on the water bodies	Wastewater is discharged to the Barents Sea's water bodies. The Company's operations have no significant impact on the water bodies
Business units of the Trans-Baikal Division in Chita	Water is withdrawn from the Amur River basin's water bodies. The Company's operations have no significant impact on the water bodies	Wastewater is discharged to the Amur River basin's water bodies. The Company's operations have no significant impact on the water bodies
Business units in Sochi	Water is withdrawn from the Black Sea. The Company's operations have no significant impact on the water bodies	Wastewater is discharged to the Black Sea. The Company's operations have no significant impact on the water bodies

¹ The Company does not have a material impact on any of the specified water bodies. Water is withdrawn within the established limits. Wastewater is discharged in accordance with the relevant permits and predominantly within the permitted limits.

Water use, including water recycling, Mcm

MED-13, MED-14 / TNFD A3.0, TNFD A3.2

Indicators		Total water consumption and withdrawal	Including				Water recycled and reused as percentage of total water consumption and withdrawal	
			Utility water	Production	Including			
					Water reused	Water recycled		
Group's total	2024	1,224.3	24.4	1,200.0	71.6	920.3	81.0	
	2023	1,291.9	22.9	1,268.9	52.1	1,015.8	82.7	
	2022	1,351.4	21.6	1,329.7	27.1	1,077.8	81.8	
	2021	1,280.8	25.2	1,255.6	31.6	1,052.0	84.6	
	2020	1,458.1	23.0	1,435.1	31.2	1,229.0	86.4	
Including:	The Norilsk site's production enterprise (Talnakhskoye, Oktyabrskoye, and Norilsk-1 deposits) and MMC Norilsk Nickel's energy branch	2024	449.5	6.7	442.7	28.6	354.3	85.2
		2023	438.9	5.1	433.8	28.6	349.7	86.2
		2022	435.6	5.2	430.4	23.4	350.3	85.8
		2021	460.8	14.9	445.9	27.7	384.2	89.3
		2020	471.2	13.6	457.6	27.7	384.2	89.4
	The Energy Division's energy enterprise	2024	547.4	10.5	536.9	0.9	440.7	80.7
		2023	624.5	10.8	613.8	0.9	522.1	83.7
		2022	715.6	9.9	705.7	0.9	584.2	81.8
		2021	626.9	0.9	626.0	0.9	514.2	82.2
		2020	764.5	0.9	763.6	0.1	641.1	84
	The Kola site's metals and mining enterprise	2024	113.3	1.7	111.6	0.2	91.0	80.5
		2023	113.3	1.7	111.5	0.2	90.3	79.9
		2022	109.8	1.8	108.0	0.1	88.7	80.9
		2021	100.3	1.8	98.5	0.1	98.4	98.2
		2020	141.4	1.6	139.8	0.2	139.7	98.9
	Other entities	2024	114.2	5.5	108.7	41.9	34.2	66.6
		2023	115.2	5.3	109.9	22.4	53.7	66.1

Total wastewater discharge¹ and the weight of pollutant discharges²

GRI 303-4 / MED-15 / TNFD C2.1

GRI 14.7.5

Indicators		Total wastewater discharge (Mcm)	Including				Pollutants in wastewater discharge, kt	
			Insufficiently treated	Contaminated untreated	Treated to standard quality at treatment facilities	Standard clean (without treatment)		
Group's total	2024	223.8	31.3	37.4	10.3	144.9	89.9	
	2023	147.1	32.2	40.8	6.7	67.5	157.3	
	2022	168.0	34.1	40.7	3.7	89.5	208.6	
	2021	193.8	33.8	60.3	4.9	94.8	237.0	
	2020	202.4	33.1	54.8	4.3	110.2	244.3	
Including:	The Norilsk site's production enterprise (Talnakhskoye, Oktyabrskoye, and Norilsk-1 deposits) and MMC Norilsk Nickel's energy branch	2024	22.8	1.0	21.5	0.4	—	25.4
		2023	23.4	0.9	22.1	0.4	—	26.3
		2022	23.5	1.0	22.1	0.4	0.0	26.6
		2021	37.0	1.2	35.4	0.4	0.0	60.0
		2020	33.7	1.7	31.6	0.4	0.0	66.7
	The Energy Division's energy enterprise	2024	155.9	—	6.3	5.0	144.6	3.4
		2023	74.3	—	6.5	0.6	67.2	2.5
		2022	95.8	0.0	6.7	0.0	89.1	3.4
		2021	88.2	0.0	6.9	0.0	81.3	3.0
		2020	104.9	0.0	8.8	0.1	96.1	3.0
	The Kola site's metals and mining enterprise	2024	25.8	25.7	0.2	—	—	24.7
		2023	26.6	26.3	0.3	—	—	91.9
		2022	26.7	26.4	0.3	0.0	0.0	129.1
		2021	27.5	25.9	0.9	0.7	0.0	122.0
		2020	25.8	25.1	0.7	0.0	0.0	126.7
	Other entities	2024	19.2	4.7	9.4	4.9	0.3	36.5
		2023	22.9	5.0	11.9	5.7	0.3	36.6

¹ Discharges are measured using meters.

² The Group's main pollutants are those that dominate in the volume of its wastewater: suspended solids, oil products, metals, and nitrogen compounds.

NO_x, SO_x, and other significant air emissions, including their type and weight³ (kt)

GRI 305-7 / MED-19 / TNFD C2.4

GRI 14.3.2

Indicators		Group's total	The Norilsk site's production enterprise (Talnakhskoye, Oktyabrskoye, and Norilsk-1 deposits)	The Energy Division's energy enterprise	The Kola site's metals and mining enterprise	Other entities
Total emissions	2024	1,307.2	1,268.2	6.5	16.7	15.8
	2023	1,707.7	1,671.5	5.8	16.3	14.1
	2022	1,819.4	1,778.9	9.8	16.4	14.3
	2021	1,646.9	1,601.4	12.6	19.6	13.3
	2020	1,968.1	1,857.5	10.1	83.4	17.1
NO _x	2024	6.1	0.8	2.5	1.4	1.4
	2023	6.0	0.9	2.8	1.5	0.8
	2022	9.7	1.1	6.0	1.4	1.2
	2021	11.4	0.7	8.3	1.4	1.0
	2020	10.0	0.6	6.9	1.6	0.9
Sulphur dioxide	2024	1,269.0	1,255.9	0.0	12.8	0.3
	2023	1,671.4	1,658.3	0.0	12.8	0.3
	2022	1,778.4	1,764.9	0.1	13.1	0.3
	2021	1,601.4	1,585.2	0.1	15.7	0.4
	2020	1,910.8	1,836.9	0.0	73.2	0.7
Particulate matter	2024	11.0	5.1	0.0	1.2	4.7
	2023	10.5	5.4	0.0	1.0	4.2
	2022	10.7	5.8	0.0	0.8	4.1
	2021	8.9	3.9	0.0	1.2	3.8
	2020	14.6	4.1	0.0	6.1	4.4
Other pollutants	2024	21.0	6.4	4.0	1.2	9.4
	2023	19.7	6.8	3.0	1.0	8.8
	2022	20.6	7.1	3.7	1.1	8.7
	2021	25.2	11.6	4.2	1.3	8.1
	2020	32.7	15.9	3.2	2.5	11.1

³ Air pollutant emissions are determined based on data from environmental monitoring and environmental operational control: emissions are calculated using approved methodologies based on feedstock and equipment running time, sampling and chemical analysis of flue gases, direct measurements using gas analysers, and other approaches.

Total weight of waste generated by type and disposal operation (mln t)

GRI 306-3, 306-4, 306-5 / SASB EM-MM-150a.8 / MED-18 / TNFD C2.2

GRI 14.5.4, 14.5.5, 14.5.6

Indicators		Total, mln t ¹	Including				
			The Norilsk site's production enterprise (Talnakhskoye, Oktyabrskoye, and Norilsk-1 deposits)	The Kola site's metals and mining enterprise	The Trans- Baikal Division's mining and processing enterprise	The Norilsk site's production enterprise (Norilsk-1 deposit)	
Waste-related activities	Waste generation	2024	174.2	15.3	7.1	86.4	53.8
		2023	176.9	13.8	7.6	79.9	53.0
		2022	166.3	13.9	7.3	85.1	59.1
		2021	156.4	13.7	7.5	85.5	49.0
		2020	145.2	14.8	8.1	87.5	34.8
	Acceptance of third-party waste	2024	1.6	0.2	0.0	0.0	1.3
		2023	2.2	0.3	0.0	0.0	1.9
		2022	2.0	0.3	0.0	0.0	1.6
		2021	1.6	0.3	0.0	0.0	1.2
		2020	1.0	0.1	0.0	0.0	0.5
	Onsite waste recovery	2024	26.7	9.4	3.8	4.8	8.6
		2023	29.9	7.3	4.1	4.7	13.9
		2022	30.0	8.1	4.0	4.4	13.4
		2021	23.7	6.1	4.0	3.9	9.7
		2020	34.3	10.5	6.1	12.1	5.2
	Onsite waste treatment	2024	0.0005	0.00001	0.0002	0.0	0.0
		2023	0.0002	0.00001	0.0001	0.0	0.0
		2022	0.0004	0.0	0.0003	0.0	0.0
		2021	0.0001	0.0	0.0	0.0	0.0
		2020	0.004	0.0	0.002	0.0	0.0
	Waste transfer to third parties (for recycling or treatment)	2024	2.9	1.6	0.002	0.003	1.3
		2023	4.0	2.2	0.0	0.002	1.8
		2022	3.1	1.8	0.02	0.002	1.3
		2021	5.76	5.39	0.04	0.003	0.2
		2020	3.48	3.23	0.04	0.003	0.2
	Waste transfer to third parties (for disposal)	2024	0.3	0.11	0.0	0.0	0.005
		2023	0.4	0.1	0.0	0.0	0.01
		2022	0.7	0.2	0.0	0.0	0.01
		2021	0.6	0.2	0.0	0.0	0.01
		2020	0.2	0.1	0.0	0.001	0.01
	Waste landfilling at onsite waste disposal facilities	2024	0.5	0.5	0.01	0.005	—
		2023	0.8	0.8	0.01	0.005	0.0
		2022 ²	0.74	0.72	0.02	0.01	0.0
		2021	127.5	6.0	3.4	77.3	40.4
		2020	111.2	2.3	2.7	76.33	29.9

¹ Totals include other assets.

² In 2022, the calculation methodology was revised in accordance with GRI 306-5. Since then, the indicator includes only waste disposal through landfilling.

Waste management in 2024 by hazard class and waste type (kt)³

GRI 306-3, 306-4, 306-5 / SASB EM-MM-150a.4, EM-MM-150a.5, EM-MM-150a.6, EM-MM-150a.7, EM-MM-150a.8 / UNCTAD B.2.1, B.2.2, B.2.3 / MED-17, MED-18 / TNFD C2.2

GRI 14.5.4, 14.5.5, 14.5.6

Indicators	Hazard class 1	Hazard class 2	Hazard class 3	Hazard class 4	Hazard class 5	Total	Including hazard classes 1–3 waste (% of total)
Generation	0.014	0.068	6.9	1,154.2	173,082.3	174,243.5	0.0
Waste generation after processing	–	–	4.3	0.93	–	5.23	82.3
Acceptance of third-party waste	–	–	1.22	109.47	1,439.52	1,550.22	0.1
Onsite waste recovery, including:	–	–	2.3	0.13	26,690.98	26,693.41	0.01
• direct recycling and reuse	–	–	0.01	0.015	13,448.65	13,448.68	0.0
• other recovery operations	–	–	2.3	0.11	13,242.33	13,244.74	0.0
Onsite waste treatment	–	0.01	0.16	0.16	0.13	0.46	36.3
Waste transfer to third parties (for processing)	–	–	1.55	7.12	21.27	29.94	5.2
Waste transfer to third parties (for recovery)	0.001	0.05	2.9	7.1	2,869.5	2,879.6	0.1
Waste transfer to third parties (for treatment)	0.02	0.003	1.807	1.27	1.09	4.19	43.6
Waste transfer to third parties (for disposal)	–	–	–	165.44	130.98	296.42	0.0
Transfer to local municipal solid waste operator	–	–	–	19.2	1.15	20.3	0.0
Waste landfilling at onsite waste disposal facilities	–	–	0.001	366.01	143.97	509.97	0.0
Waste put back into use (recovered onsite or by contractors)	0.001	0.05	5.2	7.2	29,560.5	29,573.00	0.02
Waste disposed of (treated or disposed onsite or by contractors) ⁴	0.02	0.01	2.0	532.88	276.1	811.05	0.17

³ Figures may not sum up due to rounding.

⁴ Excluding the transfer of waste to third parties for storage purposes.

The Company’s gypsum and tailings storage facilities

SASB EM-MM-540a.1

GRI 14.6.3,

Tailings storage facilities	Location	Ownership status	Operational status	Raising method	Permitted maximum storage (Mcm)	Amount of tailings stored as at 31 December 2024 (Mcm)	Class of consequences	Date of most recent independent technical review	Significant safety findings	Mitigation	Availability of the site-specific emergency preparedness and response plan
Tailings storage facility of Talnakh Concentrator	Norilsk	Owned by the Group	Operating	Upstream	198.00	31.92	High	February 2024	Dam safety level: normal	Not applicable	Yes
Tailings storage facility No. 1 of Norilsk Concentrator	Norilsk	Owned by the Group	Used as an intermediate storage facility	Upstream	144.00	144.00	High	August 2024	Dam safety level: unsatisfactory	Not applicable	Yes
Lebyazhye tailings storage facility	Norilsk	Owned by the Group	Operating	Upstream	343.05	238.50	High	November 2024	Dam safety level: unsatisfactory	Not applicable	Yes
Tailings storage facility of Nadezhda Metallurgical Plant	Territory of the Norilsk Urban District	Owned by the Group	Operating	Downstream	40.00	36.26	High	March 2021	Dam safety level: normal	Not applicable	Yes
Gypsum storage facility No. 1	Territory of the Norilsk Urban District	Owned by the Group	Under construction	Upstream	90.00	Not applicable	Low	Not applicable	Not applicable	Not applicable	Not applicable
Tailings storage facility at the concentrator’s tailings management area of the Zapolyarny site, the Kola site’s metals and mining enterprise	Murmansk Region, 1 km to the south of Zapolyarny, Pechengsky District	Owned by the Group	Operating	Upstream	275.23	255.68	High	November 2023	Dam safety level: normal	Not applicable	Yes
Tailings storage facility of the Trans-Baikal Division’s mining and processing enterprise	Gazimuro-Zavodsky Administrative District, 15 km away from the Gazimursky Zavod village	Owned by the Group	Operating	Upstream	186.00	37.03	High	May 2022	Dam safety level: lowered	Not applicable	Yes

Social performance

Benefits provided to Norilsk site employees

GRI 401-2 GRI 14.17.4

Benefits	Full-time employment		Temporary employment ¹		Seasonal employment		Part-time employment
	Full-time work	Part-time work	Full-time work	Part-time work	Full-time work	Part-time work	
Reimbursement of holiday travel expenses for a round trip	+ ²	+ ²	+ ²	+ ²	+ ³	+ ³	— ²
All types of financial assistance	+	+	+	+	+	+	— ⁴
Health resort treatment and recreation	+ ⁵	+ ⁵	+ ⁵	+ ⁵	—	—	— ⁵
Children's health camps vouchers	+	+	+	+	—	—	— ⁴
Spending on pension plans	+	+	+	+	—	—	— ⁴
Redundancy payments (over and above legal minimums)	+	+	+	+	+ ⁶	+ ⁶	—

Benefits provided to Kola site employees

GRI 401-2 GRI 14.17.4

Benefits	Full-time employment		Temporary employment ¹		Seasonal employment ⁷		Part-time employment
	Full-time work	Part-time work	Full-time work	Part-time work	Full-time work	Part-time work	
Reimbursement of holiday travel expenses for a round trip	+ ²	+ ²	+ ²	—	—	—	— ²
All types of financial assistance	+	+	+	—	—	—	— ⁴
Health resort treatment and recreation	+	+	+	—	—	—	— ⁵
Children's health camps vouchers	+	+	+	—	—	—	— ⁴
Spending on pension plans	+	+	+	—	—	—	— ⁴
Redundancy payments (over and above legal minimums)	+	+	+	—	—	—	—

¹ Work under a fixed-term employment contract.

² The benefit is available to employees who have the Company as their primary employer with workplaces in the Far North, including employees using fly-in fly-out work arrangements but permanently residing in the Far North.

³ According to the collective bargaining agreement and internal regulations, such categories of employees are not excluded from benefits; however, in practice, travel expenses are not reimbursed since these employees are not granted vacation leave.

⁴ The benefit is available to employees who have the Company as their primary employer.

⁵ The benefit is available to employees who have the Company as their primary employer with workplaces in the Far North.

⁶ According to the collective bargaining agreement and internal regulations, such categories of employees are not excluded from the reimbursement of expenses associated with relocation, it is practically possible. No severance pay is provided by mutual agreement.

⁷ No seasonal work is carried out; employees do not work seasonally.

Benefits provided to Trans-Baikal Division employees

GRI 401-2 GRI 14.17.4

Benefits	Full-time employment		Temporary employment		Seasonal employment ⁸		Part-time employment
	Full-time work	Part-time work	Full-time work	Part-time work	Full-time work	Part-time work	
Reimbursement of holiday travel expenses for a round trip	+	+	+	+	—	—	+
All types of financial assistance	+	+	+	+	—	—	— ⁹
Health resort treatment and recreation	+	+	+	—	—	—	— ⁹
Children's health camps vouchers	+	+	+	—	—	—	— ⁹
Pension plans ¹⁰	—	—	—	—	—	—	—
Redundancy payments (over and above legal minimums)	+	+	+	+	—	—	—

Benefits provided to Head Office employees

GRI 401-2 GRI 14.17.4

Benefits	Full-time employment		Temporary employment		Seasonal employment ¹¹		Part-time employment
	Full-time work	Part-time work	Full-time work	Part-time work	Full-time work	Part-time work	
Reimbursement of holiday travel expenses for a round trip	+ ¹²	+ ¹²	+ ¹²	+ ¹²	—	—	— ¹²
All types of financial assistance	+	+	+	+	—	—	— ¹³
Health resort treatment and recreation ¹⁴	—	—	—	—	—	—	—
Children's health camps vouchers	+	+	+	+	—	—	— ¹³
Spending on pension plans	+	+	+	+	—	—	— ¹³
Redundancy payments (over and above legal minimums)	+	+	+	+	—	—	—

⁸ No seasonal work is carried out; employees do not work seasonally.

⁹ The benefit is available to employees who have the employer as their primary employer.

¹⁰ Pension plans are not available.

¹¹ At the Head Office, no seasonal work is carried out; employees do not work seasonally.

¹² The benefit is available to employees who have the Company as their primary employer with workplaces in the Far North.

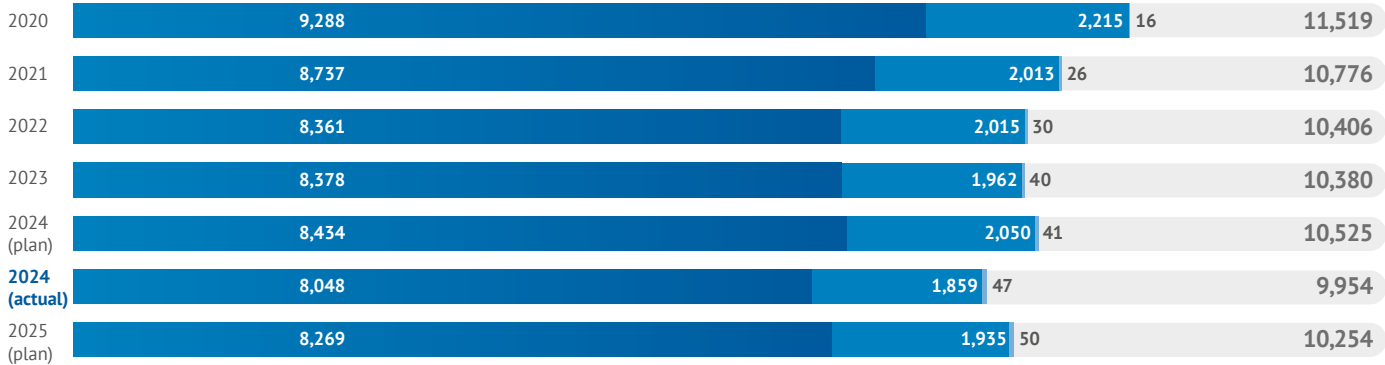
¹³ The benefit is available to employees who have the Company as their primary employer.

¹⁴ The Head Office does not offer any health resort treatment programmes.

Participants by key health improvement programme (people)

Key health improvement programmes	Indicators				
	2021	2022	2023	2024	2025 (plan)
Zapolyarye health resort (Sochi)	16,592	17,852	17,458	17,608	19,065
Including a combined programme: health resort in the Mountain Olympic Village (7 days) + Zapolyarye health resort (14 days)	3,650	3,650	3,650	0	0
Kolsky Health and Spa Centre (Monchegorsk)	1,564	2,004	1,693	1,672	1,687
Vacations in third-party health resorts	1,988	4,190	3,824	2,642	3,425
• Russia and Belokurikha health resorts (Altai Territory)	837	895	852	843	810
• Primorye Grand Resort Hotel and Golubaya Dal health resort (Gelendzhik)	800	1,626	1,716	1,466	2,173
• Malaya Bukhta health resort (Anapa)	0	700	0	0	0
• Viktoriya, Tsentrosoyuz-Kislovodsk, Sechenov health resorts (the Caucasian Mineral Waters)	0	380	350	150	149
• A health resort in the Mountain Olympic Village (18 days)	324	0	0	150	250
• Combined programme: a health resort in the Mountain Olympic Village + Imeretinsky Resort	0	559	0	0	0
• Yantarny Bereg and Yantar health resorts (Kaliningrad Region)	0	0	880	0	0
• Other third-party health resorts	27	30	26	33	43
Children’s recreation (Vita health resort in Anapa, Universiade Village’s sports camp in Kazan)	1,330	1,527	1,592	1,656	1,667
International corporate retreat programme (Bulgaria in 2021 and China in 2024)	3,041	14	0	1,036	0
Total participants	24,515	25,587	24,567	24,614	25,844

Participants of the Co-Funded Pension Plan by region (people)



- Norilsk Industrial District
- Kola Peninsula Industrial District (Murmansk Region)
- Moscow and other Russian regions

Co-Funded Pension Plan highlights

Indicators	2023	2024
Total Company costs, RUB mln	755.4	843.4
Participant’s contribution		
Average participant’s contribution, % of wages	4	4.3
Average monthly participant’s contribution, RUB thousand	6.8	7.9
Company’s contribution under the Parity Plan		
Average contribution per participant, % of wages	3.9	4.2
Average monthly contribution per participant, RUB thousand	6.7	7.8

Headcount by type of employment, gender, and region (employees)

GRI 2-7, 2-8

Indicators	2022			2023			2024		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total headcount in Russia as at the latest reporting date	83,103	—	—	83,065	—	—	79,817	—	—
Workers who are not employees but whose work is controlled by the Group, as at the latest reporting date	907	—	—	1,013	—	—	230	—	—
Permanent employees as at the latest reporting date, including:	82,196	57,930	24,266	82,052	57,708	24,344	79,587	55,769	23,818
• in the Norilsk Industrial District	55,470	—	—	55,282	40,338	14,944	53,567	38,895	14,672
• in the Krasnoyarsk Territory (excluding the NID)	3,455	—	—	3,370	2,361	1,009	3,342	2,330	1,012
• on the Kola Peninsula (Murmansk Region)	12,404	—	—	12,152	8,789	3,363	11,750	8,587	3,163
• in Moscow and other regions of Russia	8,006	—	—	8,182	3,653	4,529	7,727	3,280	4,447
• in the Trans-Baikal Territory	2,861	—	—	3,066	2,567	499	3,201	2,677	524
Permanent employees working under fixed-term employment contracts (temporary and seasonal jobs) as at the latest reporting date, including:	4,497	2,755	1,742	4,836	3,238	1,598	3,183	1,739	1,444
• in the Norilsk Industrial District	2,709	—	—	3,247	2,374	873	2,092	1,247	845
• in the Krasnoyarsk Territory (excluding the NID)	116	—	—	84	53	31	98	55	43
• on the Kola Peninsula (Murmansk Region)	180	—	—	202	96	106	205	89	116
• in Moscow and other regions of Russia	1,353	—	—	1,210	646	564	769	341	428
• in the Trans-Baikal Territory	139	—	—	93	69	24	19	7	12

Indicators	2022			2023			2024		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Permanent employees working under permanent employment contracts (permanent jobs) as at the latest reporting date, including:	77,699	55,184	22,515	77,216	54,470	22,746	76,404	54,030	22,374
• in the Norilsk Industrial District	52,761	—	—	52,035	37,964	14,071	51,475	37,648	13,827
• in the Krasnoyarsk Territory (excluding the NID)	3,339	—	—	3,286	2,308	978	3,244	2,275	969
• on the Kola Peninsula (Murmansk Region)	12,224	—	—	11,950	8,693	3,257	11,545	8,498	3,047
• in Moscow and other regions of Russia	6,653	—	—	6,972	3,007	3,965	6,958	2,939	4,019
• in the Trans-Baikal Territory	2,722	—	—	2,973	2,498	475	3,182	2,670	512
Full-time employees as at the latest reporting date, including:	81,404	57,405	23,999	81,204	57,177	24,027	78,693	55,228	23,465
• in the Norilsk Industrial District	54,932	—	—	54,732	39,942	14,790	53,005	38,502	14,503
• in the Krasnoyarsk Territory (excluding the NID)	3,422	—	—	3,336	2,348	988	3,310	2,314	996
• on the Kola Peninsula (Murmansk Region)	12,359	—	—	12,113	8,769	3,344	11,700	8,565	3,135
• in Moscow and other regions of Russia	7,843	—	—	7,970	3,556	4,414	7,487	3,174	4,313
• in the Trans-Baikal Territory	2,848	—	—	3,053	2,562	491	3,191	2,673	518
Part-time employees as at the latest reporting date, including:	88	27	61	143	44	99	132	35	97
• in the Norilsk Industrial District	3	—	—	30	15	15	20	11	9
• in the Krasnoyarsk Territory (excluding the NID)	7	—	—	11	2	9	6	3	3
• on the Kola Peninsula (Murmansk Region)	16	—	—	14	7	7	15	3	12
• in Moscow and other regions of Russia	58	—	—	86	20	66	90	18	72
• in the Trans-Baikal Territory	4	—	—	2	0	2	1	0	1

Number of new employee hires and terminations (by gender, age, and region of operation) (people)

GRI 401-1

GRI 14.17.3

Indicators	2022	2023	2024
New employee hires, including:	20,726	13,344	13,187
• men	14,926	9,824	9,698
• women	5,800	3,520	3,489
29 years old or younger	7,099	5,593	4,967
30 through 44 years old	9,485	5,387	5,385
over 45 years	4,142	2,364	2,835
• in the Norilsk Industrial District	14,693	8,304	7,368
• on the Kola Peninsula (Murmansk Region)	1,846	1,334	2,342
• in the Krasnoyarsk Territory (excluding the NID)	964	781	807
• in Moscow and other regions of Russia	2,656	1,807	1,826
• in the Trans-Baikal Territory	567	1,118	844
Number of terminations, including:	14,281	13,484	15,473
• men	10,366	9,968	11,598
• women	3,915	3,516	3,875
29 years old or younger	4,032	3,941	3,790
30 through 44 years old	5,546	5,336	6,394
over 45 years	4,703	4,207	5,289
• in the Norilsk Industrial District	10,416	8,399	9,088
• on the Kola Peninsula (Murmansk Region)	1,345	1,587	2,745
• in the Krasnoyarsk Territory (excluding the NID)	795	863	834
• in Moscow and other regions of Russia	1,308	1,724	2,031
• in the Trans-Baikal Territory	417	911	775

Employee turnover rate by region (%)

Indicators	2022	2023	2024
Kola Peninsula (Murmansk Region)	10.8	13.1	23.4
Krasnoyarsk Territory (excluding the NID)	23.0	25.6	25.0
Moscow and other regions of Russia	16.3	21.1	26.3
Norilsk Industrial District (NID)	18.8	15.2	17.0
Trans-Baikal Territory	14.6	29.7	24.2

Employee recruitment rate by region (%)

Indicators	2022	2023	2024
Kola Peninsula (Murmansk Region)	14.9	11.0	19.9
Krasnoyarsk Territory (excluding the NID)	27.9	23.2	24.1
Moscow and other regions of Russia	32.8	22.1	23.6
Norilsk Industrial District (NID)	26.5	15.0	13.8
Trans-Baikal Territory	19.8	36.5	26.4

Employee turnover rate by gender and age (%)

Indicators	2022	2023	2024
Total turnover rate	17.4	16.4	19.4
Male turnover rate	17.9	17.3	20.8
Female turnover rate	16.1	14.4	16.3
Turnover rate for employees 29 years old or younger	32.3	32.6	33.4
Turnover rate for employees 30 through 44 years old	13.1	12.8	16.0
Turnover rate for employees over 45 years old	17.1	14.9	18.7

Employee recruitment rate by gender and age (%)

Indicators	2022	2023	2024
Total recruitment rate	25.2	16.3	16.6
Male recruitment rate	25.8	17.0	17.4
Female recruitment rate	23.9	14.5	14.6
Recruitment rate for employees 29 years old or younger	63.2	46.3	43.8
Recruitment rate for employees 30 through 44 years old	25.3	12.9	13.5
Recruitment rate for employees over 45 years old	16.6	8.3	10.0

Number of employees on maternity and/or childcare leave and employees who returned to work after maternity and/or childcare leave

GRI 401-3

GRI 14.17.5, 14.21.3

Indicators	2022	2023	2024
Employees on maternity and/or childcare leave as at the year-end, including:	1,526	1,557	1,609
• men	69	91	143
• women	1,457	1,466	1,466
Employees who returned to work after maternity and/or childcare leave during the year, including:	592	623	1,108
• men	39	61	431
• women	553	562	677

Assessment of Group employees in Russia (% of average headcount)

GRI 404-3

Indicators	2022				2023				2024			
	Blue-collar employees	White-collar employees	Managers	Group's total	Blue-collar employees	White-collar employees	Managers	Group's total	Blue-collar employees	White-collar employees	Managers	Group's total
Management and soft skills assessment												
Percentage of employees covered by skills assessment	0.6	22.4	47.5	12.6	2.3	40.4	45.5	17.8	3.3	32.2	50.3	17.6
Percentage of male employees covered by skills assessment	0.6	25.6	43.7	11.1	2.3	34.3	43.8	14.1	3.2	30.4	49.5	15.1
Percentage of female employees covered by skills assessment	0.6	19.7	58.8	19.0	2.6	45.9	50.4	27.1	4.1	33.9	53.5	23.9
Hard skills assessment												
Percentage of employees covered by skills assessment	0.7	19.7	36.3	10.0	2.0	23.7	21.5	9.9	0.1	14.2	18.8	6.4
Percentage of male employees covered by skills assessment	0.8	25.3	38.0	10.0	2.3	28.5	24.4	9.9	0.2	15.3	21.6	6.1
Percentage of female employees covered by skills assessment	0.2	17.9	31.1	9.9	0.6	19.2	13.0	9.9	0.01	13.2	8.4	6.9
Assessment of KPI performance												
Percentage of employees covered by assessment of KPI performance	0.04	60.1	59.5	22.1	0	62.2	60.7	23.6	0	59.3	66.9	24.4
Percentage of male employees covered by assessment of KPI performance	0.02	56.0	54.3	16.6	0	58.8	57.2	18.4	0	56.2	60.6	19.1
Percentage of female employees covered by assessment of KPI performance	0.1	63.7	75.4	35.9	0	65.3	70.7	36.7	0	62.1	90.2	38.0

Key work-related injury and ill health rates by gender in 2022–2024

GRI 403-9, 403-10 / UNCTAD C.3.2 / MED-29

GRI 14.16.10, 14.16.11

Indicators ¹	2022	2023	2024
Fatalities as a result of work-related injury, including:	4	5	3
• men	3	5	3
• women	1	0	0
FIFR	0.034	0.042	0.025
Lost time work-related injuries, including:	67	78	75 ²
• men	57	69	65
• women	10	9	10
LTIFR	0.58	0.65	0.64 ²
Rate of high-consequence work-related injuries	0.11	0.12	0.10

¹ For the Nornickel Group.² Excluding one accident until its work-related status and severity are determined.

Indicators	2022	2023	2024
Total number of recordable work-related injuries under Russian labour laws (minor + high-consequence + fatal), including:	71	83	78 ¹
• men	60	74	68
• women	11	9	10
High-consequence injuries, including:	13	15	12
• men	11	15	12
• women	2	0	0
Cases of work-related ill health, including:	174	145	139
• men	156	131	128
• women	18	14	11
Rate of work-related ill health	1.49	1.21	1.18
Lost-day rate	20.75	23.21	19.52
Absentee rate ²	3.57	3.77	3.94
Injury rate ³	0.61	0.69	0.66
Hours worked, mln hours	116.5	120.1	117.9
Total number of recordable work-related injuries among contractor employees working at the Group's facilities, under Russian labour laws:	46	32	31
• men	43	27	26
• women	3	5	5
Including fatalities, of which:	4	7	1
• men	4	7	1
• women	0	0	0
Lost time work-related injuries, including:	—	—	30
• men	—	—	25
• women	—	—	5
Number of high-consequence cases by contractor, including:	—	—	6
• men	—	—	6
• women	—	—	0
Injury rate	—	—	0.54
Rate of high-consequence work-related injuries	—	—	0.1
FIFR	—	—	0.017
LTIFR	—	—	0.52
Number of hours worked among contractor employees working at the Group's facilities, mln hours	—	—	57.7

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

² The absentee rates for Moscow and other regions exclude a health resort in Sochi.

³ The injury rate is calculated per million hours worked and takes into account the number of individuals affected by work-related lost-time injuries or fatalities.

Employees and contractors covered by the corporate occupational health management system (OHMS)

GRI 403-8

GRI 14.16.9

Indicators	OHMS coverage	Including the OHMS that underwent an internal audit	Including OHMS that underwent an external audit or another independent review
Headcount of the Group's business units with the OHMS in place	78,376	54,749	40,793
Percentage of employees across the Group's business units covered by the OHMS in the Group's total headcount, %	100	70	52
Headcount of contractor employees working at the Group's facilities and covered by the OHMS	27,266	22,296	17,675
Percentage of contractor employees covered by the OHMS in the contractors' total headcount, %	100	82	65



Fines and non-monetary sanctions related to environmental and social impacts in 2024

GRI 2-27 / UNCTAD D.2.1

Indicators	Total number of instances of non-compliance with laws and/or regulations during the reporting period	Number of instances of non-compliance with laws and/or regulations during the reporting period: instances for which fines were imposed	Number of instances of non-compliance with laws and/or regulations during the reporting period: instances for which non-monetary sanctions were imposed	Total number of fines for instances of non-compliance with laws and/or regulations that were paid during the reporting period	Including fines for instances of non-compliance with laws and/or regulations that occurred in the current reporting period	Including fines for instances of non-compliance with laws and/or regulations that occurred in previous reporting periods	Total monetary value of fines that were paid during the reporting period (RUB)	Including fines that were imposed during the reporting period (RUB)	Including fines that were imposed in previous reporting periods (RUB)
Total fines and non-monetary sanctions	752	373	379	373	361	12	23,964,617	21,047,117	2,917,500
Environmental laws and regulations	56	18	38	18	16	2	2,100,000	1,400,000	700,000
Non-compliance with labour laws	7	3	4	3	3	0	130,000	130,000	0
Non-compliance with occupational health and safety laws	81	49	32	48	48	0	3,825,000	3,825,000	0
Non-compliance with regulations on the impact of products and services on occupational health and safety	1	0	1	0	0	0	0	0	0
Non-compliance with consumer protection laws, including with respect to product information and labelling	0	0	0	0	0	0	0	0	0
Non-compliance with marketing (advertising) regulations	0	0	0	0	0	0	0	0	0
Anti-competitive behaviour and breach of antitrust laws	1	1	0	1	1	0	5,000	5,000	0
Failure to timely comply with the improvement notices issued by supervisory authorities	24	21	3	23	21	2	7,980,000	7,310,000	670,000
Non-compliance with fire safety requirements	17	2	15	2	2	0	150,000	150,000	0
Breach of sanitary and epidemiological laws unrelated to product requirements	19	4	15	4	3	1	60,000	30,000	30,000
Breach of capital construction laws	89	28	61	29	26	3	3,207,500	2,880,000	327,500
Breach of industrial safety laws	195	48	147	47	46	1	4,906,000	4,806,000	100,000
Breach of transportation security laws	12	3	9	3	3	0	3,000	3,000	0
Other grounds	250	196	54	195	192	3	1,598,117	508,117	1,090,000