

# 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.