

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, Nornickel 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

Nornickel 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 Nornickel 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

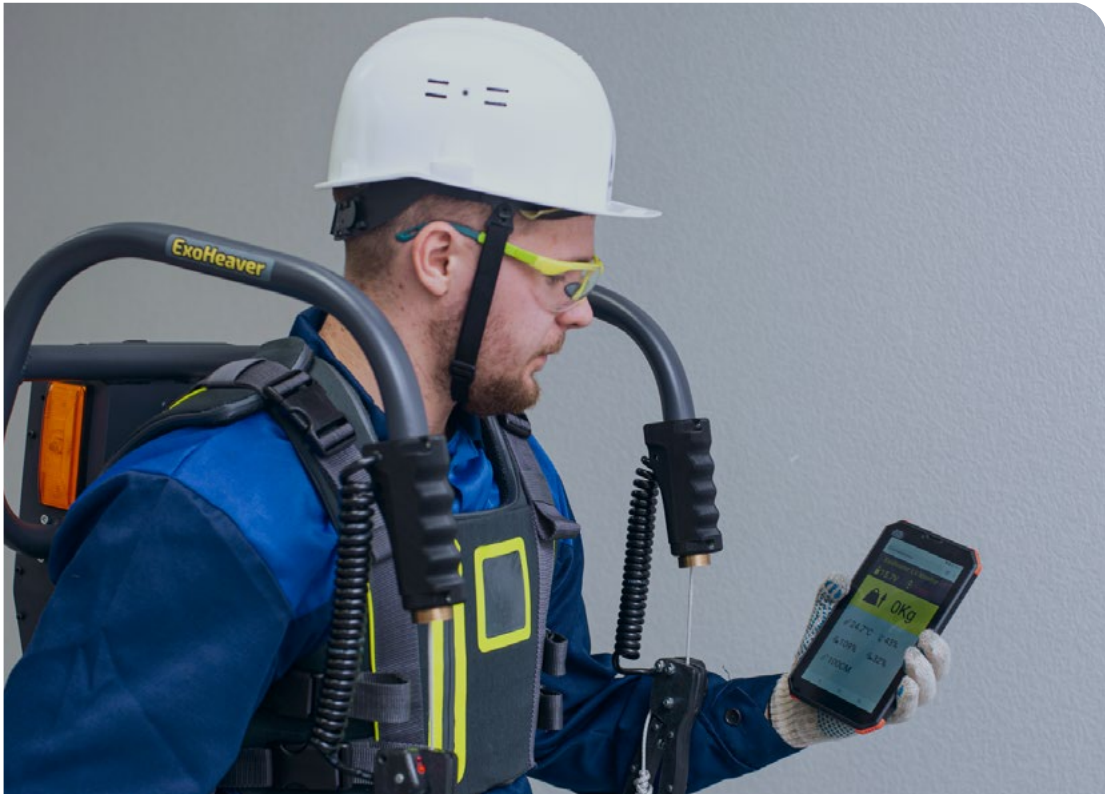
250
stories

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.