

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

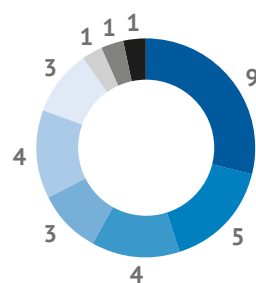
Number of fatalities among contractor employees by work type in 2024 (in mining operations)



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.

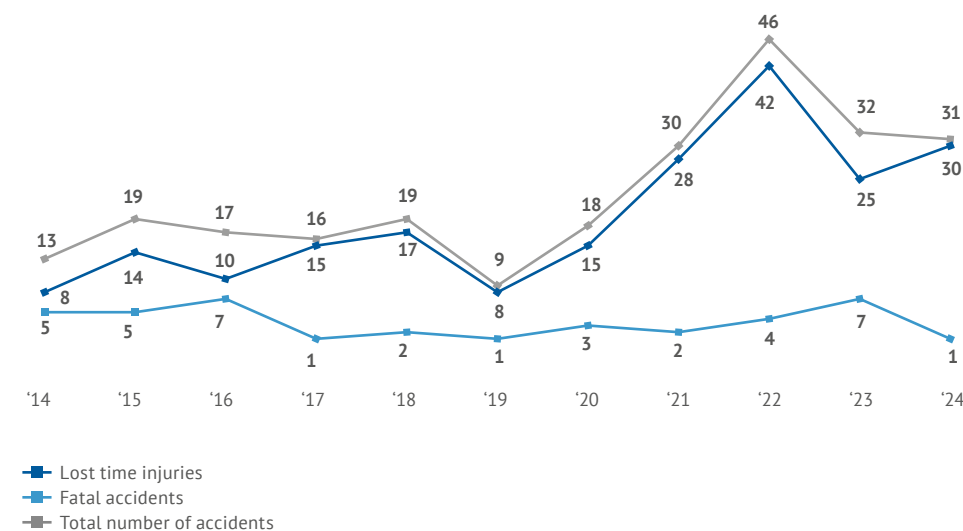
In 2024, 30 lost time injuries were recorded among contractor employees, resulting in a lost time injury frequency rate (LTIFR) of 0.52.

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, Nor Nickel 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, Nor Nickel continued implementing its safety culture transformation project across Polar Division mines by developing risk-based thinking – specifically, identifying and mitigating workplace hazards.

In 2023, Nor Nickel 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 Nornickel 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.

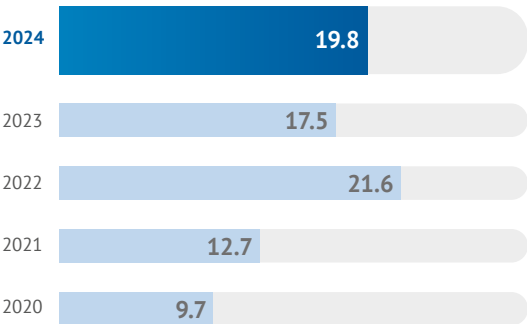
On top of that, trainings sessions tailored to employees' actual needs were delivered based on the assessment results. The trainings focused primarily on partner influence, communication in challenging environments, and delivering appropriate feedback. Over the year, a total of 884 people participated 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)

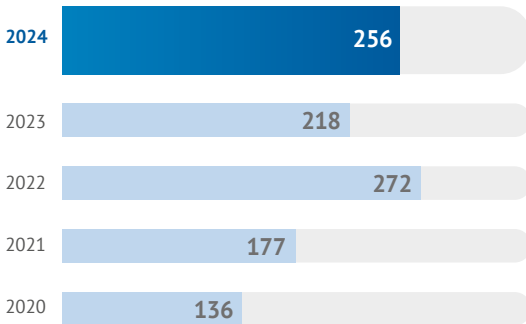
UNCTAD C.3.1, MED-27



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

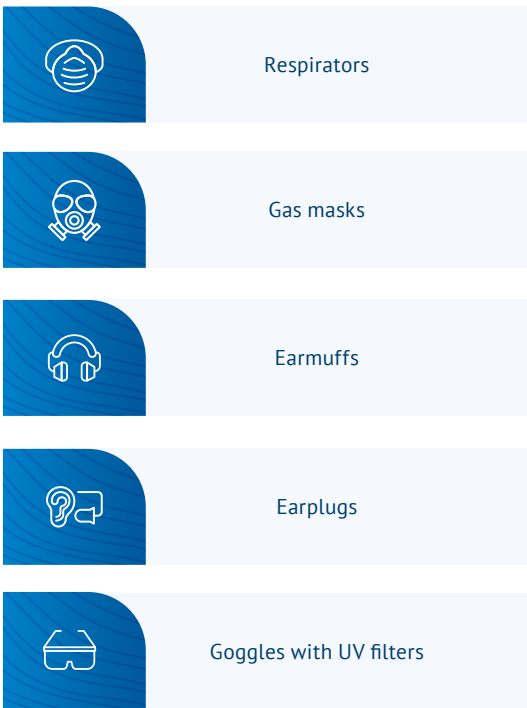
RUB

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.



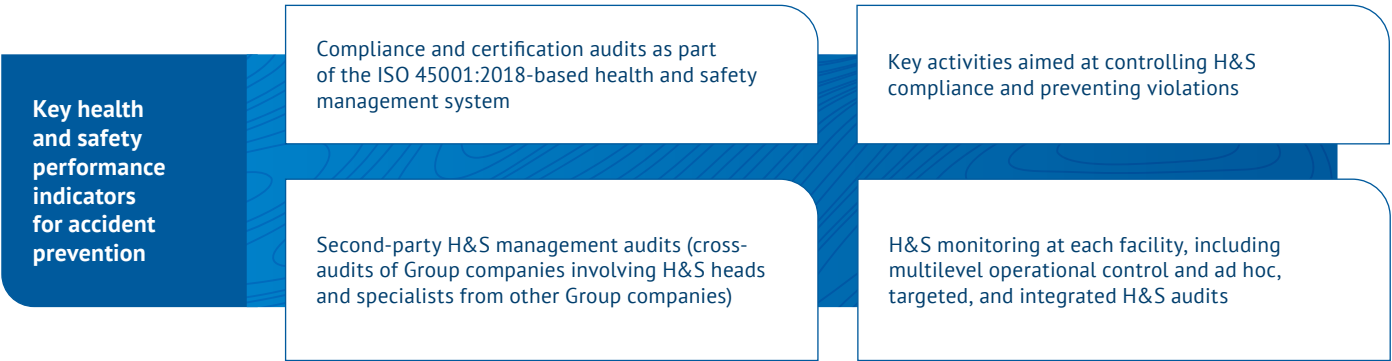
A separate project is also underway to detect whether employees are wearing safety harnesses when working at height. This system has been in place since 2023 at the Trans-Baikal Division, where stationary cameras have been connected and are processing data using video analytics. When the system is scaled, 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.