

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 Nornickel 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

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).

Training activities

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

GRI 14.16.6

Nornickel upskills 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

¹ There is no internal trade union in place, but representatives of the Norilsk trade union take part in the Health, Safety, and Environment Committee meetings.

² The educational institution is not involved in industrial production.

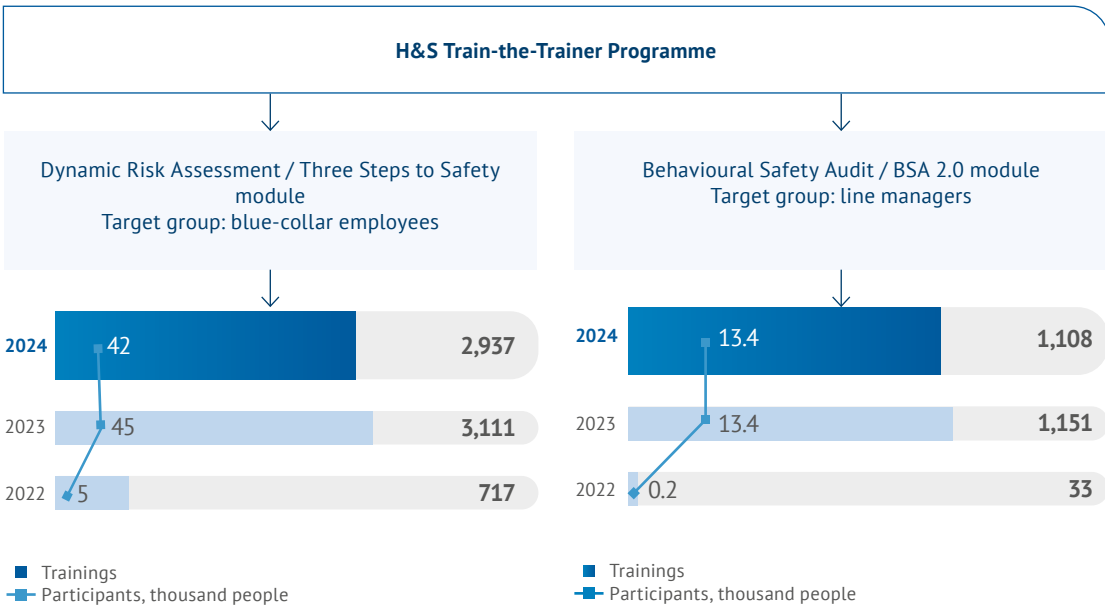
³ Including all types of industrial safety training and certification.

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.

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.

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 Nornickel 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.

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

RUB
471 mln

Medical examination costs in 2024

GRI 403-3

GRI 14.16.4

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.

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.

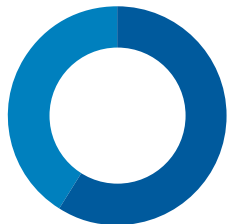
Corporate Healthcare in figures

OPEX for corporate healthcare in 2024

RUB **1.5** bn

CAPEX for corporate healthcare in 2024

RUB **1.3** bn

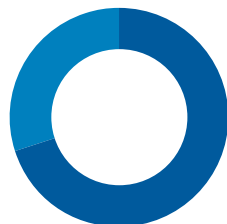


Total planned investments:

>RUB **10** billion

Current funding (2019–2024):

RUB **5.9** billion

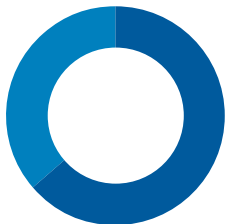


Total number of planned healthcare facilities:

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).