

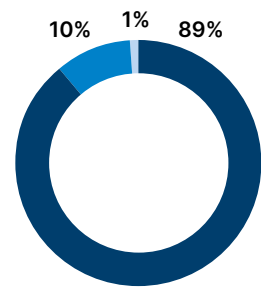
Open communications with employees give them an opportunity to be heard, contribute to Nornickel's progress, and drive improvements. In addition to the Corporate Trust Line, the Group

continued to run offices that address production, social, and labour concerns, ensuring swift and effective problem resolution.

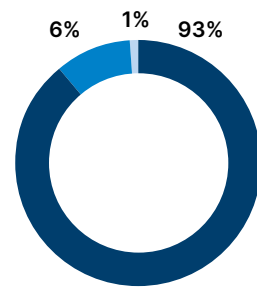
26 offices operated at the Group's companies in the Norilsk Industrial District in 2023

>2,500 staff meetings held in 2023

61,700 employees attended staff meetings



~50,000 queries received by offices in 2023



For **105,600** queries information and advisory assistance provided

- Social and working issues
- Legal issues
- Other issues

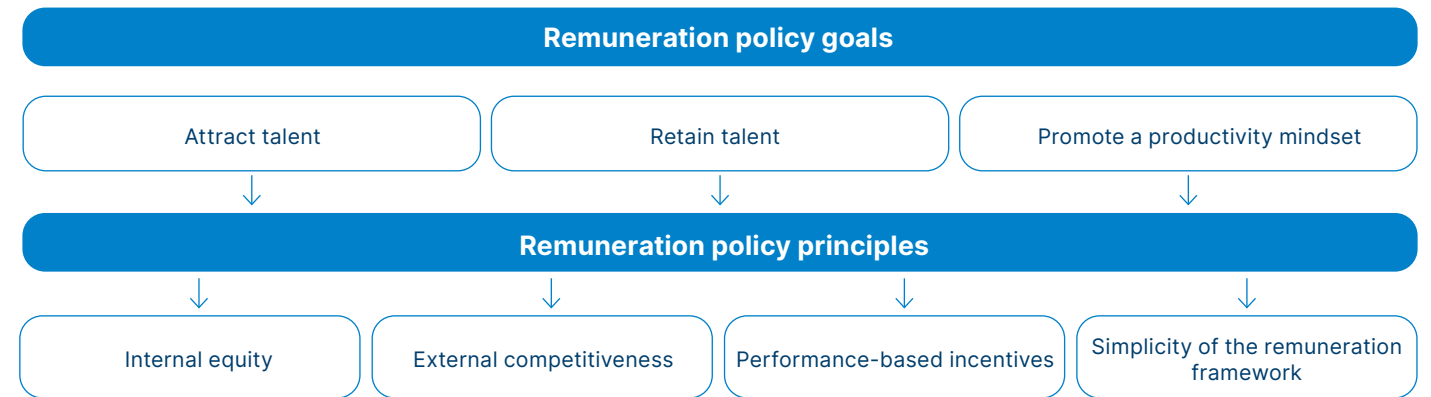
- Company's employees
- Former employees
- Other categories

INCENTIVES AND REWARDS

Nornickel boasts a comprehensive employee incentive framework combining financial and non-financial elements that

enhance work efficiency and productivity, bolster corporate culture, and amplify employee dedication.

The Company's Remuneration Policy oversees financial incentives.



The Company prohibits any discrimination in terms of setting and changing wages based on gender, age, race, nationality, origin, or religion.

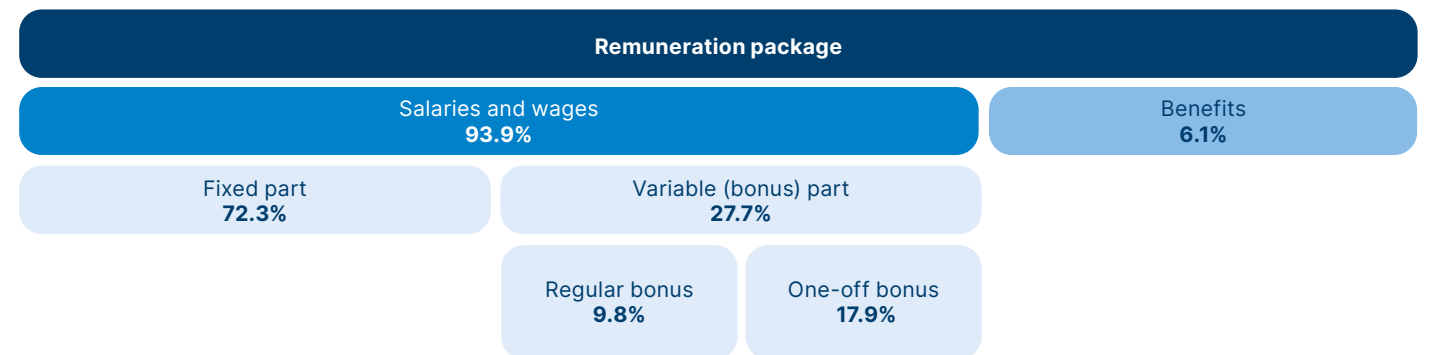
salaries, yearly bonuses, categories for voluntary health insurance, and other elements of remuneration and benefits.

The Company conducts ongoing salary reviews against the national average and in the regions of operation, considering cost of living indicators. Annual salary increments are formulated based on this data. Effective 1 July 2023, salaries were indexed with a 6.1% increase.

A grading framework has been established based on the point factor method of job evaluation that takes into account knowledge and skills, the complexity of tasks, and the level of responsibility. Grade determines fixed

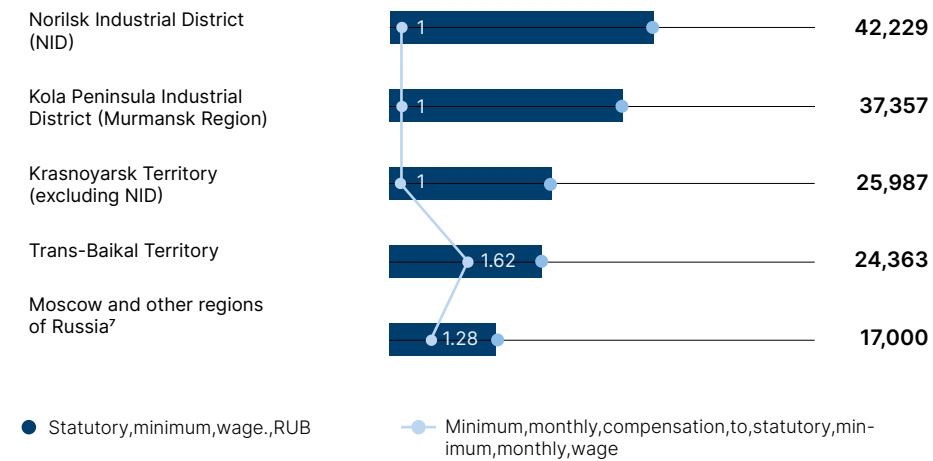
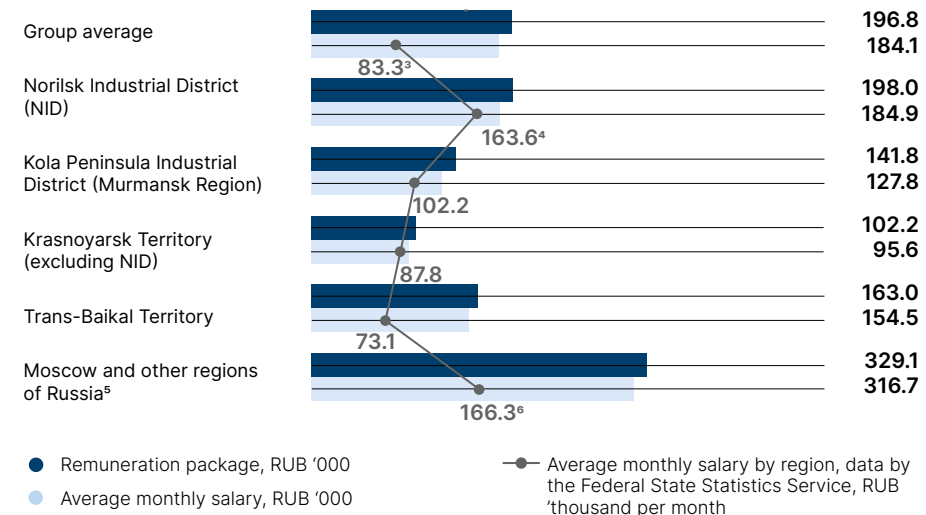
Policies are in place to determine fixed salaries, annual bonus scales, performance-based bonuses, PMO staff remuneration, and criteria for one-off bonuses. In 2023, Nornickel successfully automated the process for calculating annual performance bonuses across all employee categories.

Remuneration package across the Group's Russian operations in 2023, %



Key compensation indicators in 2023 by region^{1,2}

GRI 202-1

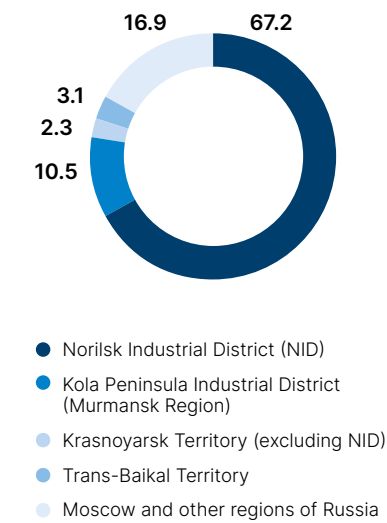


In 2023, a company-wide average monthly salary was 121.1% higher than the average nominal monthly salary accrued to the employees of organisations that are not small businesses across Russia. In particular, it was 49.5% and 110.4% higher than salaries at metal ore mining companies and metals companies respectively⁸.

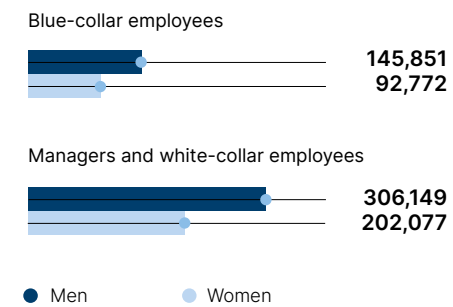
Work on weekends and overtime is paid in line with the Labour Code of the Russian Federation.

Differences in production roles between genders result in a pay gap, with a 57.2% disparity among workers⁹. For managers and white-collar employees

Share of regional payroll in total payroll, %



Remuneration breakdown by category and gender in 2023, RUB



the pay difference between men and women is 51.5%¹⁰.

Salary averages by age bracket are as follows: for employees aged 18 to 29, the average salary is RUB 135,700; for those aged 30 to 44 – RUB 184,400; and for employees over 45 – RUB 204,900.

The Digital Investor corporate programme

In 2023, Nornickel Group initiated Digital Investor, an innovative corporate programme, centred around cutting-edge, secure, hi-tech solutions – digital financial assets (DFAs) – linked to the price of Nornickel's shares. These minetokens entitle employees who hold them to obtain regular payments in the same amount as dividends on Nornickel's shares. The holders can also obtain proceeds from selling (or redeeming) their stake.

All personnel with a minimum length of service of one year as at 1 January 2023 are eligible. The quantity of DFAs allocated correlates with the employee's length of service. One DFA's value equals the price of a Nornickel share at issuance and redemption.

Length of service, years	Number of DFAs
Less than 1 year	–
1–4 years	2
5–9 years	4
10–14 years	6
15–19 years	8
20+ years	10

In the programme's first cycle, Nornickel finances 100% of the CFA's value for employees to purchase.

It comprises two waves spanning from March 2023 to March 2024:

- first wave: Norilsk Industrial District, Moscow, St Petersburg, Sochi, Saratov, Arkhangelsk, Krasnoyarsk Territory;
- second wave: Murmansk Region, Trans-Baikal Territory.

The programme's terms:

- CFAs can be sold to other investors;
- CFAs are redeemed automatically after five years, with payout equal to Nornickel share price at redemption time.

Concurrently with the programme kick-off, we launched an information campaign to raise awareness of the new instrument's specifics, employing tools like hot line, the official website, guides, and video content. To clarify further, we organised a series of webinars in financial literacy and investments featuring top-tier market experts. We also created a bespoke training programme and an online educational

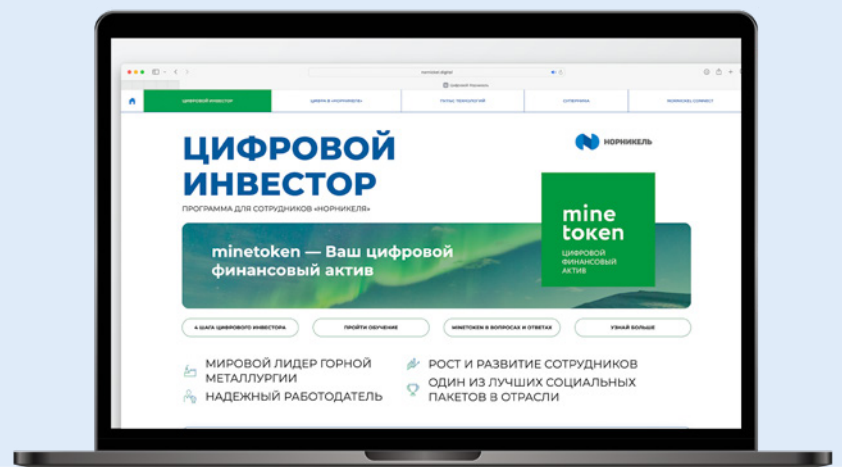
module for employees. In 2023, over 200 HR professionals were trained to become the programme's ambassadors and experts across Nornickel's assets. Additionally, 44,300 employees completed the Tsifronikel training.

By the year-end, over 51,300 Nornickel employees had joined in as digital investors, receiving minetokens.

This programme promotes a progressive model of company-employee relations where collective effort translates into shared success and rewards. This effect not only benefits individual employees but enhances Company-wide performance.

Operating expenditures on the Digital Investor programme in 2023

RUB 7.7 bn



¹ The definition of significant regions of operation is provided in the [glossary](#). This table discloses information only for Nornickel Group's key production and administrative BUs with at least 500 employees.
² Sources of data on average salaries across Russia's regions are the [Federal State Statistics Service](#) and the [Norilsk Administration](#).
³ The average monthly nominal salary in Russia in 2023 was RUB 83.3 thousand.
⁴ The average salary of employees in large and medium-sized organisations in Norilsk in 2023 was RUB 163.6 thousand.
⁵ Other regions include Saratov, Arkhangelsk, Krasnodar Territory, St Petersburg, and others. The average monthly nominal salary for other regions is given for Moscow as the region with the highest value among other regions of operation.
⁶ The average monthly nominal salary in Moscow in 2023 was RUB 166.3 thousand.
⁷ The data is presented for Saratov.
⁸ Source: Federal State Statistics Service: https://rosstat.gov.ru/labor_market_employment_salaries
⁹ The gap is measured as the variance between men's and women's average salaries divided by the women's average salary (among blue-collar employees).
¹⁰ The gap is measured as the variance between men's and women's average salaries divided by the women's average salary (among managers and white-collar employees).