

Nornickel's youth ecosystem

In light of the scarcity of highly skilled professionals in the mining sector, waning interest in engineering careers, a shrinking working-age population, technological complexities, and emerging trends, Nornickel has reimagined its strategies for employee training and engagement. The Company is building an innovative infrastructure (ecosystem) to bring about long-term improvements in the quality of life in the Polar regions, addressing

its immediate employee training and motivation needs and creating a positive vision for the future.

By attracting new talent to the industry, enhancing employee competencies, and nurturing a pipeline of candidates eager to build careers in metals and mining, Nornickel has created a seamless candidate journey, spanning from school to university students and further to young professionals, all within the framework of a unified ecosystem.

As part of this educational ecosystem, Nornickel is developing multifaceted programmes tailored to various age groups, ranging from 5 to 35 years old. By employing state-of-the-art training methodologies such as community building, gamification, and accelerators, the Company is fostering a purposeful choice of pursuing engineering professions.

Category	Goals	Key initiatives and projects implemented by Nornickel
Children (ages 5–17) and their parents	<ul style="list-style-type: none"> Promoting and nurturing interest in engineering competencies Increasing the number of motivated prospective students applying to dedicated universities and vocational schools 	<ul style="list-style-type: none"> Nornickel Lessons Guided tours to the Group's facilities School Break SVET ON LIGA IMAKE City of Professions Tsifronikel.Junior
Students (ages 18–24)	<ul style="list-style-type: none"> Enhancing students' adaptability to the Company's production environment through practical knowledge and skills acquisition Increasing the Company's visibility in educational institutions Driving student engagement with the Company and the youth community in the regions where Nornickel operates Inspiring students to live and work in the Arctic region 	<ul style="list-style-type: none"> Hands-on educational programmes in partnership with educational institutions Conquerors of the North Career Start-Up Polar College Bystrinsky GOK's Generation FAST Student construction brigades
Young talent (up to 35 years old)	<ul style="list-style-type: none"> Attracting and retaining young talent across the Company's footprint Increasing employee loyalty and engagement in corporate activities Developing professional knowledge and skills Building and nurturing an internal corporate youth community 	<ul style="list-style-type: none"> In Good Company First Arctic Those Who Care Plant of Goodness

The development of a youth ecosystem has yielded notable outcomes, including an increase in student enrolment in educational institutions in the Arctic region, a rise in the number of CVs received by the Company,

and the improvement in the employee engagement index among young professionals.

Multiple programmes implemented to engage school students, university students, and young employees

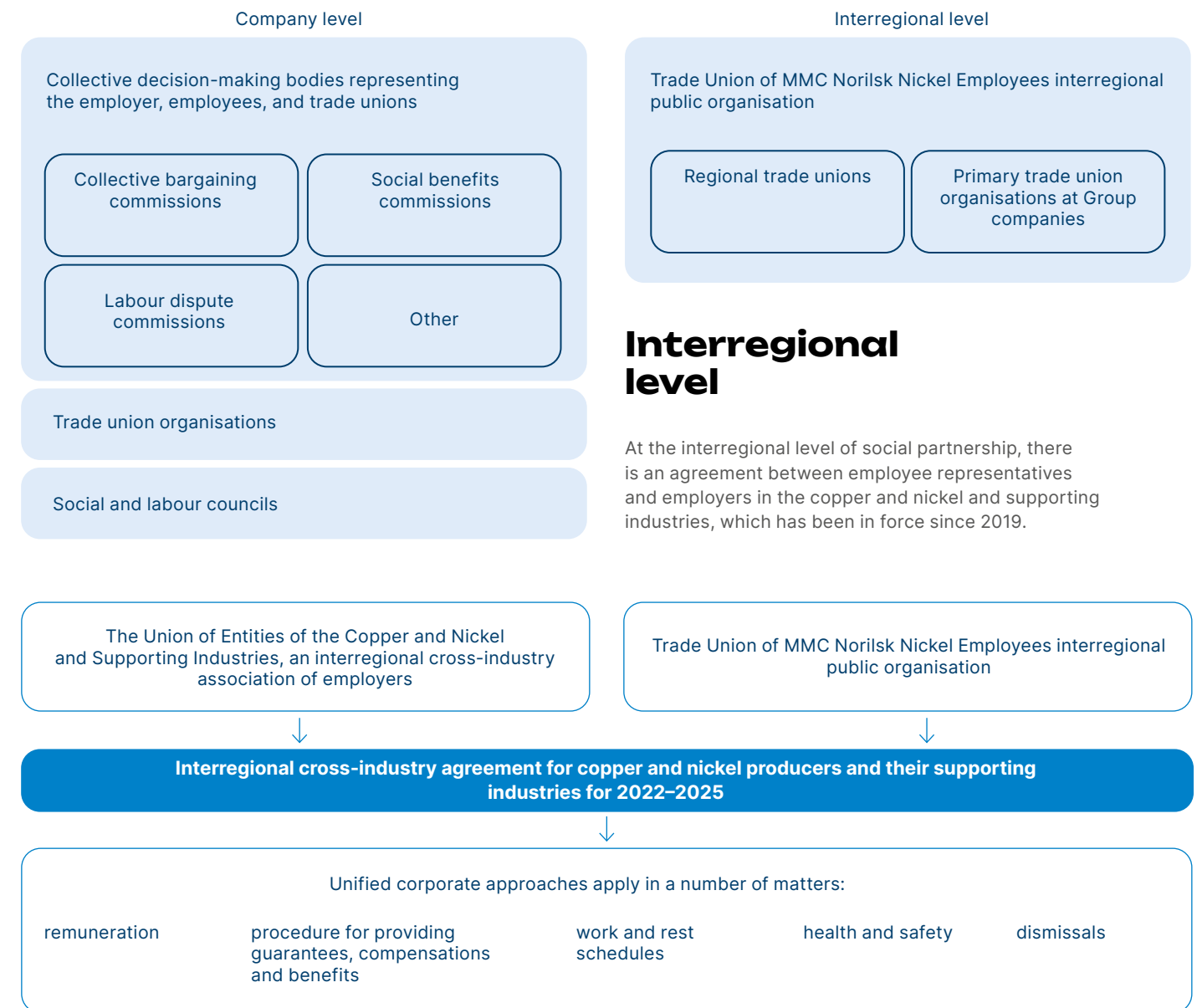
are designed to be further systematised, harmonised and integrated into a unified ecosystem in collaboration with universities, vocational schools, regional authorities, and other stakeholders.

SOCIAL PARTNERSHIP FRAMEWORK

GRI 2-26

In order to align the interests of the Group's employees and employers in terms of social and labour relations, Nornickel develops social partnership at the local, regional, and interregional levels.

Mechanisms for the representation of employee interests



As at the end of 2023, the agreement applied to 21 Group companies, covering 89.6% of the Group's employees.

Company level

The Company has in place an enterprise-level social partnership framework aligned with the Labour Code of the Russian Federation, collective bargaining agreements, the interregional cross-industry agreement for copper and nickel producers and their supporting industries for 2022–2025, and joint resolutions. We follow the [Freedom of Association Policy](#) approved by the Board of Directors.

In 2023, the trade unions and social and labour councils participated in the inspections of the sanitary condition of dietary and general food service providers and quality assessments of food served at the Group's facilities in the Norilsk Industrial District and the Murmansk Region.

As a way to improve understanding of the Company's plans or accomplishments and inform employees about resolutions adopted by the Group's management on social and labour matters, Nornickel presented Human Capital Development Programme and its preliminary results to trade unionists in the reporting year. Apart from that, trade union representatives participated in the awareness-raising campaign launched by the employer to highlight the launch of the Digital Investor corporate programme. The Company believes that such meetings give an opportunity to maintain a constructive dialogue with the representatives of its workforce and receive timely feedback on ongoing corporate changes.

GRI 2-30

22
collective bargaining agreements signed by Group companies

94%
Nornickel employees covered by collective bargaining agreements

7.3%
of the Group's employees are members of trade unions

76.5%
of the Company' employees are represented by social and labour councils

Social and labour relations at Group companies that do not have collective bargaining agreements (6% of Nornickel's employees) are governed through by-laws adopted by such companies in consultation with the employees' representative body (if any) as and when required by applicable Russian labour laws.

GRI 402-1

Nornickel notifies employees regarding significant changes in the Company's activities is full compliance with the Labour Code of the Russian Federation:

- the minimum notice period is at least two months prior to the start of such changes; or
- at least three months prior to the start of such changes if the redundancy decision may lead to large-scale dismissals.

These standards are formalised in all collective bargaining agreements.

SASB EM-MM-310a.2

No strikes and lockouts involving the Company's personnel were reported in 2023.

SOCIAL POLICY

Nornickel's contribution to Russia's national projects

Demography national project

Relevant UN SDGs



Related federal projects

Financial support for families upon the birth of children

Older generation

Promotion of public health

Sports as a way of life

Key initiatives and focus areas

Co-Funded Pension Plan, a corporate private pension programme

Nornickel's Veterans programme, which focuses on supporting unemployed pensioners

Sporting and mass public events programme

Creation of jobs across our footprint¹



¹ For more details, please see the [Development of Local Communities](#) section.