

ENGAGEMENT OF EMPLOYEES IN OHS MANAGEMENT

GRI 2-26, 403-4

As one of the ways to engage employees in OHS management, Nornickel organises joint OHS committees (councils) made of representatives of the management, employees, and trade unions.

Joint committees were established in the majority of the Group companies and business units, except the Head Office¹ and Norilsk Nickel Corporate

University². Contractors participate in joint committee meetings that deal with matters related to contractor employees.

Authorised representatives of trade unions and staff in occupational health and safety were elected to participate in preventive activities across the Company's production units.

733 proposals to improve workplace conditions and OHS were submitted in 2023

>6,500 audits were held by the representatives in occupational health and safety in 2023

>78,000 employees of the Group companies that had joint committees with trade union as at the end of 2023 (around 98% of the Group's average headcount).

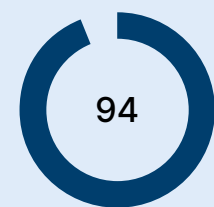
824 employees who represent trade unions and staff took part in preventive activities in 2023

Occupational health and safety topics covered in formal agreements with trade unions

SASB EM-MM-310a.1

A majority of production companies of the Group have collective bargaining agreements signed with employee representatives (including trade union organisations), which contain occupational health and safety provisions.

They cover more than **75,000** employees of the Group (approximately 94% of the Group's headcount).



● % of the Group's headcount

OHS TRAINING

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

Nornickel employees are upskilled in OHS through briefings and training courses, which include dedicated comprehensive programme modules factoring into the specifics of our operations.

RUB 215 mln the Group's OHS training expenses

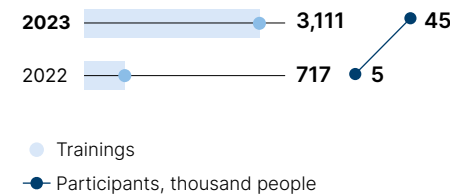
>57,000 employees of the Group received OHS pre-certification briefing, basic training, and certification in 2023

In 2023, a project on the workplace safety culture coaching proceeded to an active stage: there are trainings, team-building

events, and experience sharing between Group companies. The project involves two modules: Dynamic Risk Assessment (learning the risk assessment algorithm, working with checklists, identifying risks and taking measures to eliminate and minimise them) and Behavioural Safety Audit (learning management tools, discussing employees' risky actions in an informal manner).

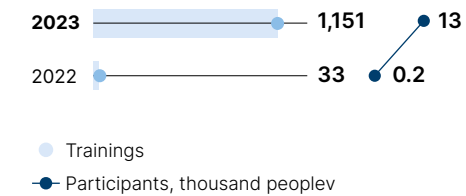
Workplace safety culture coaching system

Dynamic Risk Assessment



Target group: blue-collar employees

Behavioural Safety Audit



Target group: line managers

The Company's top managers and executives are involved in the process of risk management and training in new safety tools. In 2023, Stanislav Seleznev, Vice President for Ecology and Industrial Safety, conducted behavioural safety audit trainings for the managers of the Group's branches and Russian business units, and each and every member of Nornickel's Management Board.

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

² The educational institution is not involved in industrial production.

Road safety

In 2023, Nornickel introduced a set of measures aimed at ensuring road safety. Along with the approval of the corporate road safety standard, the current road safety status was assessed in all Group's branches and Russian business units, including audits of Nornickel's road transport companies; action plans were developed for 2023–2025 to adjust the standard with due regard to the specifics of each of the Group's companies.

To improve driving discipline and enhance driving culture, we trained 2,855 Nornickel employees, including 100% of high-risk drivers (1,318), and 287 contractor employees. The Company's

executives acted as role models for the project: in the reporting year, 18 vice presidents and directors of Nornickel took safe driving courses.

In addition, briefings have been prepared on key road safety risks, including distracted driving, the effects of driver fatigue, and seatbelt use.

According to the collected accident data, the Company had 3.54 road accidents per 1 mln kilometres driven by the end of 2023.

Meetings with representatives of Russian oil and gas companies have been organised to share experience on road safety.

2,855 employees took safe driving courses in 2023

PREVENTION OF OCCUPATIONAL DISEASES

GRI 403-3

In order to study and reduce the potential impact of production factors, as well as prevent morbidity, Nornickel consistently monitors employees' health.

Employees undergo compulsory pre-employment examinations, and regular and ad hoc medical check-ups. Those who are involved in hazardous operations are subject to regular examinations held at least once in five years by healthcare organisations authorised to conduct pre-employment and regular check-ups. These serve to assess occupational health fitness and determine if the disease is work-related.

Before starting their working day, employees undergo pre-shift and pre-trip check-ups on site.

The Company provides employees working in hazardous conditions with foods, milk, and other equivalent food products for therapeutic purposes in compliance with the applicable laws and Nornickel's by-laws.

RUB 532 mln medical examination expenses in 2023

RUB 830 mln costs related to the maintenance of medical aid posts in 2023

RUB 1,753 mln special food and milk expenses in 2023

