



APPROVED
by resolution of the Board of Directors
of PJSC "MMC "Norilsk Nickel"
No. GMK/31-pr-sd of September 18, 2017

Equal Opportunities Programme

Strategic approach

The HR management strategy of MMC Norilsk Nickel (the "Company" or "Nornickel") seeks to secure a current and future pipeline of qualified workforce for the Company to achieve its strategic targets.

Nornickel is committed to recruiting and retaining the best talent regardless of gender, religion, age, social status, cultural background or ethnicity, and welcomes professionals with different levels of education and experience as well as workers with disabilities. The Company relies on a comprehensive and flexible approach to personnel management to successfully meet its key targets and maintain competitive and attractive working conditions for its employees.

All staff-related decisions in the Company are based on Nornickel's values and applicable Russian laws and regulations.

The Company is focused on building a universal group-wide corporate culture shared by all employees in which mutual respect, trust and openness are of central importance. It promotes sports and healthy lifestyle to solidify the corporate team spirit and maintain a positive work environment.

Nornickel makes sure to provide comfortable working conditions to meet the needs of its current workforce and secure new high-potential hires. The Company runs a variety of equal opportunities programmes for all groups of its current and potential employees in line with the best international practices.

These include recruitment based on equal opportunity along with flexible working conditions and job openings available for different population groups to maintain social stability in the regions where the Company operates.

Nornickel President is in charge of the Company's HR strategy overseeing the HR policy implementation and compliance with the best global practices and applicable laws and regulations. The equal opportunities policy is enforced throughout the Company by managers of all levels and HR specialists.

In 2016, Nornickel was rated among the TOP 5 companies according to Russia's employer rating and was named the best employer in the metals and mining sector at the Randstad Award 2016.

Equal job opportunities

Nornickel runs a number of programmes to develop its talent pool and support employees.

1. Career Start-Up programme

Nornickel partners with more than 25 universities and colleges in Russia. The programme provides opportunities for university and college students and graduates to join the Company's operations and is unique for Russia's metals and mining sector. It includes educational activities along with travel, accommodation and professional training support for students relocating to the place of internship. Based on the programme results, the best students are awarded corporate scholarships for the following year and are invited to join the Company on a full-time basis upon graduation.

2. New staff support programme

Nornickel provides financial support to newly employed staff of all categories relocating to Norilsk and the Taymyr Dolgan-Nenets Municipal District, including young specialists, workers, engineering staff and managers.

The Company's reimburses the following expenses of newly employed staff:

- travel expenses;
- baggage transportation;
- living costs for the first three years.

On top of that the Company also pays a one-time relocation allowance to support the employee at the new place of work.

3. Flexible recruitment practices

In 2014, Polar Construction Company, a Nor Nickel subsidiary with a headcount of over 7,000 employees, launched a project to recruit construction workers on a rotation basis as required for large construction projects to be completed within a limited time frame.

4. Youth engagement programme

The Company's operations in Norilsk and the Taymyr Dolgan-Nenets Municipal District offer internship programmes for young people aged 16 to 18 years to ensure youth engagement and provide opportunity to gain the first time work experience. Their contracts are a fixed term arrangement lasting for the duration of the summer school break. The Company provides interns with uniform and arranges their off-the-job and sports activities.

5. Career Navigator programme for children and young people

Nor Nickel provides career guidance to young people in the Norilsk Industrial District. The Company partners with the department of secondary and vocational education of the Norilsk Administration, the Norilsk Employment Centre, all educational and professional training institutions of Norilsk and Dudinka, and with the Norilsk Industrial Institute.

6. Employment programme for people with disabilities

The Nor Nickel operations located in the Krasnoyarsk Territory maintain employment quotas for people with disabilities pro rata to their total headcount. The Company has certain occupations reserved for disabled employees as per such quotas.

Standard workstations are adjusted to their needs and they are offered flexible work schedules and extended annual leaves in accordance with the Russian laws and their individual rehabilitation and integration programmes.

7. Support programmes for vulnerable population groups

To support selected population groups, the Company gives them hiring preference for vacancies, including:

- former employees of the Company called up for compulsory military service, within the first three months of its completion;

- individuals with disability caused by an occupational incident or occupational disease during their employment with the Company;
- former employees of the Company who were made redundant;
- family members of employees of the Company who died as a result of an occupational incident or lost their professional capacity as a result of an occupational incident or occupational disease during their employment with the Company; spouses, adult children and parents of such employees are entitled for a job at the Company within one month from the date of a job application, subject to the availability of a suitable position;
- graduates of secondary and vocational schools located in the regions where the Company operates, within the first year after graduation or within the first three months after the completion of compulsory military service.

Professional and organised interest groups

Nornickel supports a number of professional and organised interest groups:

- the Master University professional development programme for talented line managers across the Company's operations, which includes the Foreman of the Year contest, a training programme and mind sport tournaments for line managers (foremen);
- the Leader movement for young professionals under 35 years of age giving them opportunity to develop new initiatives and contribute to the Company's growth while looking for the best production, innovative, intellectual, creative and social solutions.

Staff mentoring

The Nornikel Mentor Academy is a framework for providing assistance to the Company's mentors through annual contests and training programmes. It aims to develop their mentoring skills to help the young employees promptly adopt to their new role and the team.

Monitoring and reporting

As an equal opportunity employer, Nor Nickel systematically collects and keeps record of data on staff gender, age, education, experience, position, level of competence, etc. as well as relevant data on working pensioners.

The Company's Annual Report and Corporate Social Responsibility Report published on a yearly basis provide both staff data and the details of the Nor Nickel social policy and its contribution to the development of the regions where it operates.