

# CORPORATE CULTURE

## Employees and HR policy

The Company's HR management strategy is aimed at building a tight-knit team of highly skilled and responsible professionals.

Its social policy prioritises social stability of the workforce deployed across the Group's companies and all over its footprint.



The Company uses a segmentation approach to HR management, taking into account employee involvement in the end-product output and difficulties associated with skill replacement/acquisition. HR segmentation and a segment-specific targeted approach to HR management enable the Company to focus its resources on the employees who create added value for the business.

This helps boost the prestige of key jobs in the labour market and streamline staffing processes. HR segmentation and a targeted approach to remuneration and benefits increase the transparency and appeal of the value proposition (a set of tangible and intangible benefits the Company offers to its employees) for the staff and their families.

**The Norilsk Nickel Group’s average headcount**

Region/country of operation	2014	2015	2016
Russia	79,897	81,637	81,081
USA	10	10	10
Europe	290	307	311
Asia	12	12	13
Australia	15	6	5
South Africa	883	870	586
Botswana	748	780	–
Indonesia	–	2	–
<b>Total</b>	<b>81,855</b>	<b>83,624</b>	<b>82,006</b>

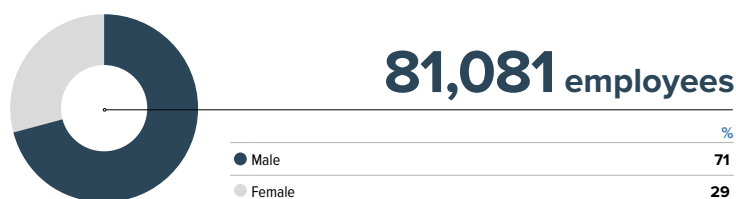
**STAFF COMPOSITION**

In 2016, the Norilsk Nickel Group’s average headcount totalled 81,100 employees in Russia and 1,000 employees abroad. Most of the Russia-based employees (70% of the Russian headcount) work in Norilsk and the Taimyrsky Dolgano-Nenetsky Municipal District. Another 16% of the Group’s Russian headcount work on the Kola Peninsula.

**The headcount reduction in 2016 was due to the Nickel Plant shutdown and disposal of certain assets.**

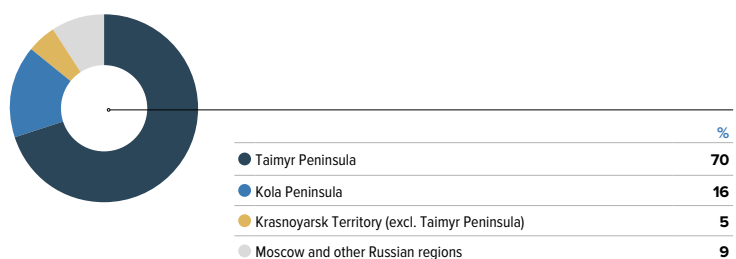
In 2016, the Company continued rolling out the SAP HCM-based automated HR management system: on 1 January 2016, it was implemented in Bystrinskoye Mining Company, and on 1 April 2016 – in Polar Division. In February 2016, the Head Office saw the launch of a business travel automation project (SAP FI-TV) rolled out to Kola MMC and Pechengastroy on 1 July 2016. In the reporting year, Polar Division also introduced self-service kiosks and SMS notifications for employees.

**Gender profile for the Russian operations**



Source: Company data

**Headcount breakdown for the Russian operations**



Source: Company data