

3 Social responsibility; health, safety and environment

Focus on lower pollutant emissions and overall improvement of the living and working conditions of employees



Compliance with global HSE standards

LTIFR performance¹

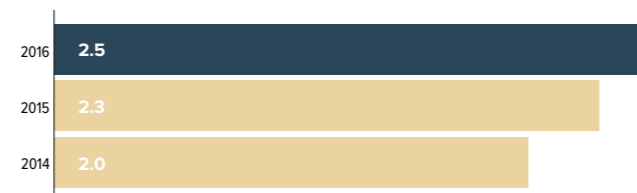


Strategic goals

- Zero work-related fatalities
- Reduction of LTIFR by 15%

¹ LTIFR is calculated as the number of lost-time injuries per million hours worked

Stronger safety culture: DuPont integral score of reduction safety



Appraisal: DuPont

- Continued introduction of uniform safety standards across key areas
- Implementation of a set of employee testing and training initiatives

A comprehensive approach to environmental issues and creation of environmentally-friendly production processes

Stage 1: shutdown of Nickel Plant, upgrade of Tainakh Concentrator, refurbishment and ramp-up of smelting capacities at Nadezhda Metallurgical Plant.

Stage 2: shutdown at Copper Plant and launch of conversion operations and anode smelting of copper at Nadezhda Metallurgical Plant based on new technologies; SO₂ capture project at Nadezhda Metallurgical Plant; refurbishment and expansion of sulphur production at Copper Plant.

Stage 1 will translate into the reduction of SO₂ emissions in the residential area of Norilsk by

30%

The expected combined effect of Stage 2 is the lowering of SO₂ emissions across the Norilsk Industrial District

75% from the base of 2015

Social responsibility

Support of the largest nationwide sports and cultural projects



- Football Union of Russia
- CSKA professional basketball club
- 2014 Olympic Games in Sochi
- 2019 Winter Universiade in Krasnoyarsk
- The Golden Mask (Russian national theatre festival and award)
- Rosa Khutor Ski Resort

Sustainable development of local communities

- Norilsk infrastructure development



- Reconstruction of Norilsk (Alykel) Airport
- Construction of a fibre optic communication line between Novy Urengoy and Norilsk
- Support of nature reserves

Cooperation and employee incentivisation

- Renewed three-year collective bargaining agreement
- Our Home and My Home programmes
- Pension plans
- Relocation programme for Norilsk residents
- Subsidising the basic food basket

Government cooperation

- Stable tax regime
- Early elimination of export duties on nickel and copper
- Railway to Bystrinsky Mining and Processing Plant
- Co-financing the Alykel Airport reconstruction
- Environmental dialogue
- Strategic partnership with state-owned banks