



One of the Company's focus areas is to nurture corporate culture aimed at boosting employee performance and commitment to delivering against targets

## Materials



Equal Opportunities Programme

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Human Rights Policy

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Working Conditions Policy

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Occupational Health and Safety Policy

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## Related News



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Nornickel strengthens management team



**Our human capital is the basis of our success. With this in mind, Nornickel seeks to create an attractive employee value proposition to help its people fully develop their potential and to boost the shared sense of engagement towards achieving the company's goals.**

## Our employees

Nornickel's group average headcount in 2020 is more than 72 105 employees, of which more than 97% are employed at its Russian companies. Most of employees working full time (>99%) and on permanent contracts (>96%).

The company is a major employer in the Norilsk Industrial District and the Kola Peninsula and as such has a significant impact on these regions' labour markets. Company has structured recruitment policies and hiring process is based on assessment of working experience, qualifications, education level and required competencies in line with common international practices.

Nornickel respects and provides its employees with equal rights and opportunities regardless of gender, age, race, nationality, origin. All employees have equal opportunities to realize their talents and job promotion is carried out only on the basis of professional competencies.

The principle of observance of human rights is fixed in the documents of the Company: the Code of Business Ethics, the Policy in the field of personal data processing, the Regulation on the organization of the fight against theft of material assets, the Policy for the protection of human rights. The company does not use child labor.

Nornickel is constantly improving the efficiency of its activities. For this purpose, standard approaches have been introduced for the formation of organizational structures of departments, a nomenclature of positions has been developed, designed to unify the process of their creation.

## Recognition

In 2020 Nornickel confirms leadership status among best employers in metals&mining in Russian and still remains the most attractive company to work with for graduates and professionals.

Nornickel was named as best Russian employer in global ranking "Forbes' Global 2000 list of the World's Best Employers" in 2019 and became No.36 out of 2000 best employers in the world.

In 2019 Forbes Russia named Nornickel the best Russian employer and its company still holds this status. For the rating, Forbes selected 150 companies based on the top search requests for vacancies and conducted a survey to identify the key criteria used when picking an employer. The survey included 3,000 participants and helped identify nine metrics for evaluating Russian companies and determining their weights, after which Forbes analysed companies' official data.

The Group was named No. 1 employer in the metals and mining industry among students and industry professionals according to Universum's global ranking of the most attractive employers.

HeadHunter ranked Nornickel No. 12 among the top 100 best employers in Russia and No. 1 among metals and mining sector.

## Commitment to employee rights

Respect for employees and their rights lies at the heart of Nornickel's business.

The Company employees' working hours are set by internal labour regulations approved by the Company with due regard to the opinion of the trade union. The Company has a standard working week of 40 hours as determined by the applicable Russian laws and regulations. Employees involved in harsh, hazardous and/or dangerous work enjoy a reduced working week of not more than 36 hours. Women employed in the Far North and equivalent areas are accorded 36 hours of work per week unless reduced by Russian laws and regulations. The Company arranges for accurate time and attendance control for each employee.

Nornickel does not tolerate child labour in any form, including the involvement of minors below 18 in hazardous and/or dangerous work. The Company strictly complies with the applicable regulations prohibiting women's exposure to harsh and dangerous work in the mining industry. At the same time, we provide our employees with equal opportunities to develop their professional potential. Employee performance is evaluated on a fair and impartial basis, and recruitment and promotion decisions are tied exclusively to professional abilities, knowledge, and skills.

The Company implements programmes for development and social support of its employees, upholding their rights in respect of social security, education, family welfare, shelter, freedom of artistic expression, and participation in cultural life.

## Woman in Mining professional society

Women in Mining Russia is a non-profit organization that promotes and promotes the professional development of women in the mining industry. The organization was established by leading metals mining companies in Russia such as Norinickel and Polymetal in 2020. The main goal of Organization is to promote the professional development and advancement of women in the extractive industry.

Here are some results for 6 months of 2020:

1. More than 10 official partners of the project, incl. 5 industry-specific participating companies, each of which has organized a communication channel and collected feedback on personnel, social or other issues and practices.
2. More than 200 informational sources and expert supported us, including leading engineering universities of Russia (St. Petersburg Mining University, National Research Technological University "MISiS, Siberian Federal University).
3. More than 500 participants joined our organization.
4. More than 10 webinars were held despite pandemic times.

At the moment the official partners of the Women in Mining Russia Association are Polymetal, Norilsk Nickel, Highland Gold Rusdragmet, NLMK, Uralkali, Deloitte CIS, SAP CIS, Brunel Russia, Paul Ekman International, Minex Russia, Adam Smith Conferences. The Association cooperates with the Skolkovo Innovation Center, the St. Petersburg Mining University, the National Research Technological University (NUST) MISiS, the Siberian Federal University (SFU), and the Interfax news agency.

## Social partnership framework

Nornickel Group companies have a social partnership framework, which operates to reconcile the interests of employees and their employing organisations on matters pertaining to social and labour relations. The Company performs its obligations in compliance 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 2019–2022, and joint resolutions. We also follow the Freedom of Association Policy approved by the Board of Directors.

In labour relations, employee interests are represented by social and labour councils and trade unions.

All the Group's major companies operating in the Norilsk Industrial District and Murmansk Region have in place social and labour councils representing workers. Chairs of the local councils make up the Social and Labour Council of MMC Norilsk Nickel and the Social and Labour Council of Kola MMC.

The Group companies have collective decision-making bodies representing the employer, employees and trade unions, including collective bargaining commissions, labour dispute commissions, social benefits commissions, social insurance commissions, health and safety commissions, social and labour relations commissions, etc.

The Trade Union of MMC Norilsk Nickel Employees, an interregional public organisation that includes territorial trade unions and trade unions of the Group companies, represents the Group's employee interests on the interregional level. The trade unions of transport and logistics divisions are members of the Yenisey Basin Trade Union of Water Transport Workers (Krasnoyarsk, Russia).

The Group companies are parties to 21 collective bargaining agreements covering 83% of the Group's average headcount. As at the end of 2019, 9.5% of all the Group's employees were represented by trade unions, while 79% were members of social and labour councils.

The absence of strikes and lockouts involving the Company's personnel testifies to the effectiveness of Nornickel's employee interactions and its social policy at large.

In order to develop interregional social partnerships, Interregional Cross-Industry Association of Employers "Union of Copper and Nickel Producers and Their Supporting Industries" and the Trade Union of MMC Norilsk Nickel Employees signed an interregional cross-industry agreement for copper and nickel producers and their supporting industries for 2019–2022. The agreement regulates social and labour relations between the employers who are members of the association and their employees and sets out common approaches to employee remuneration, compensation and benefits, work and rest schedule, health and safety, dismissals and other matters.

As at the end of 2019, the agreement applied to 22 Group companies, including MMC Norilsk Nickel, covering 89% of the Group employees.

## Offices for operating, social and labour relations

In addition to the Corporate Trust Service, the Company has offices for operating, social and labour relations. They are primarily tasked with response to employee queries, control of their processing, and prompt resolution of conflicts. The offices regularly monitor the climate within the teams, enabling the Company to address any arising issues in a timely manner.

In 2019, the Group companies operating in the Norilsk Industrial District ran 24 offices that received some 40,000 queries from employees (74%), former employees (25%) and local communities (1%). They focused on social and working matters (75.4% of queries), legal matters (23.5%) and other topics (1.1%).

## **Incentives and rewards**

Nornickel has a robust employee incentive programme with both financial and non-financial rewards designed to retain top talent and motivate our employees to enhance their performance and help drive the Company's business growth.

The use of financial rewards is governed by the Company's remuneration policy.

Nornickel's grading system is designed to maximise its return on investment in human capital and to attract, engage and retain top talent. Grading relies on the point factor method of job evaluation that takes into account knowledge and skills, the complexity of tasks, and the level of responsibility.

## **Anti-discrimination**

The Company does not tolerate any forms of discrimination and does not use forced or child labour, giving every employee an equal opportunity to exercise their labour rights regardless of gender, race, nationality, origin, financial, social, and occupational status, age, domicile, religion, political beliefs, and other circumstances not related to professional qualities. The Company is also committed to addressing socially significant issues in all regions of its operations. No operations are run in, and no raw materials are procured from, areas involved in military conflicts.

The Company's President is responsible for ensuring that Nornickel respects human rights. The Company's management and employees are committed to complying with Russian and international laws and the Company's by-laws on human rights. The Company has a clear governance structure with a defined hierarchy for reporting and escalating concerns about human rights issues.

Nornickel regularly assesses the potential impact of its operations on human rights. On top of addressing human rights risks and ensuring full compliance with applicable requirements, the Company also implements best practices (signs employment contracts and collective bargaining agreements, creates favourable work and rest conditions for employees) and expects its suppliers and contractors to respect human rights throughout their operations.

All of the Company's new projects are vetted for compliance with national and international legislation and are subject to a comprehensive human rights review, including an impact assessment. These checks involve over ten of Nornickel's functions.

Information on alleged human rights violations is collected via Nornickel's Corporate Trust Service, employee questionnaires, and sentiment surveys among the local population. The Company guarantees confidentiality for whistle-blowers and respondents. Report statistics are reviewed by the Audit and Sustainable Development Committee of the Board of Directors on a quarterly basis.