

In 2017, more than 3,500 managers, specialists and workers from the Group's 60 facilities took part in the corporate culture development training sessions and forums designed and organised by the Social Policy Department. The Company established working groups to develop and roll out business initiatives on improving systems and processes. In 2018, the programmes are set to have a wider coverage.

In the reporting year, the Company launched a series of personnel engagement management initiatives, which included:

- providing employees with an opportunity to maintain an ongoing dialogue with the management;
- assessing the staff motivation to achieve targets and approving changes in the business processes and working conditions based on objective data;
- identifying tools to enhance the competitive edge in human resources and boost the Company's appeal as an employer.

Over 73,000 employees from the Company's 32 facilities and Russian subsidiaries took part in the personnel engagement survey.

Our social and HR policy prioritises social stability of the workforce deployed across the Group's companies and geography.

Staff composition

In 2017, the Norilsk Nickel Group's average headcount totalled 78,000 people in Russia and 1,000 people abroad.

Most of the Russia-based employees (69%) work in Norilsk and the Taimyrsky Dolgano-Nenetsky Municipal District. Another 17% of the Group's Russian headcount work on the Kola Peninsula.

Evolution of the Norilsk Nickel Group's average headcount

| Region/country of operation | 2015 | 2016 | 2017 |
|-----------------------------|---------------|---------------|---------------|
| Russia | 81,637 | 81,081 | 77,991 |
| Africa | 1 650 | 586 | 605 |
| Europe | 307 | 311 | 326 |
| Asia | 14 | 13 | 13 |
| North America | 10 | 10 | 10 |
| Australia | 6 | 5 | 5 |
| Total | 83,624 | 82,006 | 78,950 |

A decrease in the average headcount in 2017 was due to the disposal of non-core assets and implementation of a programme to improve labour productivity and reduce costs.

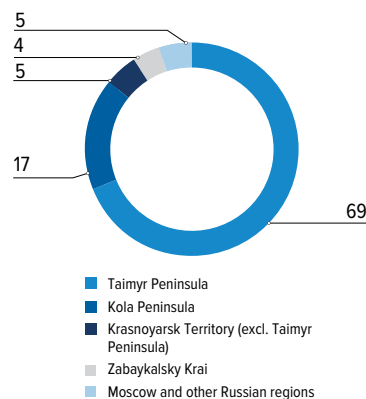
73
thousand of employees

from the Company's 32 facilities and Russian subsidiaries took part in the personnel engagement survey



Manifesto of our values

Headcount breakdown by Russian operations // %



Gender breakdown across Russian operations // %

