



MORE THAN BUSINESS

SUSTAINABILITY REPORT 2022



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An aerial photograph of a city, likely Norilsk, situated on a peninsula or near a large body of water. The city features numerous multi-story residential and industrial buildings, green spaces, and a railway line with colorful freight cars. The sky is filled with large, white clouds. A diagonal white line splits the image from the bottom left to the top right. The top right corner has a light green circular graphic element.

Our values

OPENNESS

AMBITIOUSNESS

SOLICITUDE

INITIATIVENESS

SYNERGY

**O
A
S
I
S**

RUSAL's values at the core of the culture,
which unites our team and helps to pave
the best route to success

Message from the Chairman

GRI 2-22



Dear stakeholder representatives,

The global crisis changes of the past year once again put an emphasis on the relevance and importance of our sustainable development goals. Though the goals themselves remain unchanged, today's realities require us to rethink priority of some or other environmental, social, and governance projects.

We are now witnessing how the ESG agenda transforms both in Russia and all over the world. It is the significance of its social aspect that has been growing, specifically. The Company's current approaches to achieving the Sustainable Development Goals also follow the logic of this trend. The ultimate goal of all the diverse ESG transformation projects that RUSAL already implements and has in the pipeline is to improve quality of life for the people. With the large-scale social investments, the Company strives to bring social and economic sustainability to the regions of our responsibility. We have been changing the appearance of cities, upgrading their social infrastructure, investing in the environmental efficiency of our enterprises, and contributing to their social and economic sustainability.

Caring for the environment that makes the lives of the present and future generations fuller and safer, consistently reducing the environmental footprint of our operations are essential conditions of doing business for us. For 20 years, RUSAL has been successfully implementing comprehensive solutions for climate and biodiversity conservation. The Company's goal is to build a sustainable and adaptive system for supplying raw materials, finished products, and services by 2035, where the activities of all the participants will meet the ESG criteria.

Last year, the Company continued its active cooperation with the global Aluminium Stewardship Initiative (ASI) that RUSAL joined back in 2015. In 2022, RUSAL brought the number of our enterprises certified under the ASI standards up to 13. RUSAL plans to expand cooperation with the ASI, adding new formats to increase integration of its value chain into the system of global best practices for business in accordance with ESG approaches.

I would like to thank RUSAL's close-knit team for their efficient performance. The power of your constructive ideas regarding all the aspects of the Company's sustainable development gives us strength to prevail in these circumstances, maintains our potential and faith in ourselves!.

Bernard Zonneveld,
Chairman of the Board

I would like to thank RUSAL's close-knit team for their efficient performance. The power of your constructive ideas regarding all the aspects of the Company's sustainable development gives us strength to prevail in these circumstances, maintains our potential and faith in ourselves!

Message from the General director

GRI 2-22, HKEX para 10, HKEX para 13



Dear partners and colleagues

Faced with the new reality in global economy and geopolitics, RUSAL was able to take a fresh look at the place and role of sustainability principles for the Company and its future. It has now become even more evident how relevant and organic for us the ESG transformation that the Company is undergoing is and how important it is to use the tools of the ESG approach in this increasingly challenging environment, with risks amplified. This is what this 2022 Sustainability Report deals with.

The most important goal of our activities under the sustainability strategy is to preserve health and well-being of our employees and the residents in our regions of responsibility. We strive to ensure that the jobs we offer at our facilities meet the expectations of the new generation and enable everyone to discover and unlock their personal potential. With every passing year, the towns and cities in our regions of responsibility will become even more comfortable and convenient, turning into focal points for young, energetic, and persistent people who are ready to connect their lives with the Company. We assess the effectiveness of our efforts in this field with the help of a specially developed methodology called the Responsibility Cities Sustainability Index.

In 2022, RUSAL formed a competent Public Expert Council on Sustainable Development to identify priority areas for investments into social infrastructure in the regions of responsibility and to provide an independent assessment of our most important projects and strategic decisions on sustainable development issues. The Council includes environmental experts, representatives of federal and regional authorities, the Civic Chamber of the Russian Federation. As the Council is designed to facilitate a constructive exchange of ideas between the stakeholders, we expect its activities to improve the quality of environmental, social, and corporate governance at RUSAL and synthesize new ESG solutions and approaches.

A significant milestone in the Company's life was the adoption of the new Code of Corporate Ethics. RUSAL's values of openness, ambitiousness, solicitude, initiativeness, and cooperation, that we will discuss in greater detail on the pages of this Report, underlie our corporate culture uniting our team and helping us lay the best route to success.

The sustainable development goals are integral to all the facets of our life, they determine the Company's prosperity and the planet's well-being. RUSAL's progress towards these constructive goals fills our work with special meaning and value. When we realise this, we understand that what we do is so much more than business.

Evgenii Nikitin,
General Director

In the context of the economic confusion experienced by the global economy in 2022, RUSAL's business model once again proved its viability – the Company continued uninterrupted and efficient operations

1. About RUSAL



OPENNESS

Openness serves as the basis for building trusted relationships with those who are interested in the development and growth of our business

1.1. At a glance

GRI 2-1, GRI 2-6

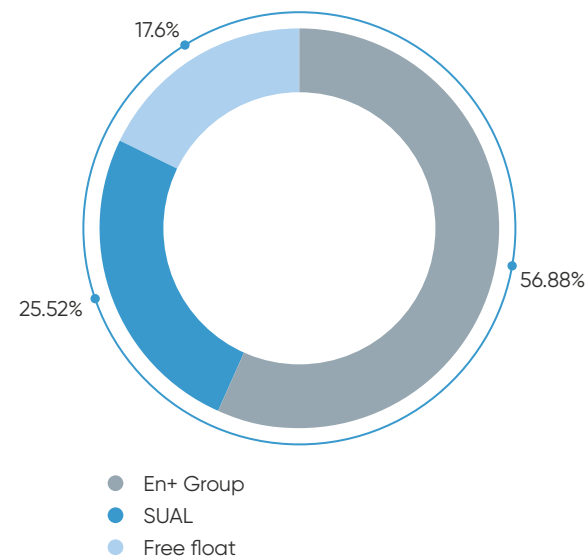
RUSAL is the largest Russia's producer of aluminium and aluminium products. The Company is at the forefront of sustainable and low-carbon development and makes careful use of natural resources, especially the energy potential of Siberian rivers, as well as actively develops and applies innovative technologies in its production. Eco-friendly aluminium accounts for over 90% of the total volume of metal produced by the Company.

In 2022, RUSAL accounted for about **5.6%** of global aluminium production and about **4.5%** of alumina production.

RUSAL's aluminium, alumina, power generation, mining, and metallurgical production segments are vertically integrated. The Company is structured into Aluminium Division, Alumina Division, Downstream Division and New Projects Directorate. The management of the segments and structural units is separate and combined at the General Director's level.

RUSAL's capital structure is as follows: 82.4% of the shares are held by En+ Group, one of Russia's leading metals and energy companies (56.88%), and SUAL¹ (25.52%); the remaining 17.6% are free float on the Hong Kong Stock Exchange (HKEX ticker: 486) and the Moscow Stock Exchange (MOEX ticker: RUAL).

Shareholders



RUSAL, in turn, controls 27.8% of Norilsk Nickel Mining and Metals Company – the world's largest producer of nickel and palladium.

In 2022, RUSAL became the first Russian company to issue CNY-denominated bonds. The total volume of the nine bond issues was 22.9 billion CNY: five exchange-traded issues for 14 billion CNY and four commercial issues for 8.9 billion CNY. Increased demand for the bonds issued and investor confidence in the Company made this a unique placement and one of the most successful bond issues on the Russian market.

RUSAL is a leader in sustainable development applying ESG principles to all projects under implementation, including innovative initiatives.

The Company is committed to achieving full carbon neutrality in line with Climate Strategy, which runs until 2032, designed with a vision to 2050. The Climate Strategy and a number of other internal sustainability documents were updated during the reporting period.

RUSAL is one of the initiators of the Russian Climate Partnership, which currently includes 39 companies from various sectors.

Key figures for 2022



~99%

of RUSAL's aluminium is produced using renewable energy sources




2.3 tonnes

of CO₂e per tonne of aluminium are emitted from ALLOW aluminium production, which has a **record low** carbon footprint for the industry (Scope 1 and Scope 2, Level 1)



3.84 million tonnes

of aluminium were produced by RUSAL globally in 2022



5.95 million tonnes

of alumina were produced by RUSAL globally in 2022

¹ Siberian-Urals Aluminium Company.

1.2. RUSAL's products



RUSAL manufactures and offers its customers a wide range of products, the most important of which are primary aluminium and alloys, alumina, foil, packaging and aluminium wheels.

GRI 2-6

A significant share of RUSAL's production is accounted for by high value-added products – rolling ingots, extrusion ingots, foundry alloys, wire rod, foil and aluminium wheels. The Company provides full cycle production from its own resources – this helps to control the high quality of the manufactured products and to build a sustainable business.

RUSAL increased its revenues from USD 11.99 billion in 2021 to

USD **13.97** billion in 2022

The Company's financial result was impacted by a significant increase in the average sales price of aluminium on the London Metal Exchange (LME) and an increase in the average realised premium¹. However, the cost of making aluminium and aluminium products also increased in the reporting period due to higher raw material, resource, and logistics costs as a result of growing geopolitical tensions, lower demand for aluminium, the introduction of external restrictions, and changes in transport routes.

¹ The average realised premium includes a commodity premium and an upcharge on value-added products.



RUSAL's primary products



unalloyed ingots



foundry alloys



rolling ingots



wire rod



extrusion ingots



high purity aluminium

RUSAL's downstream products



foil and packaging



aluminium wheels



aluminium wheels



aluminium powder

RUSAL's upstream materials production



bauxite and alumina



gallium



corundum



silicon

Products created in 2022



PEFA¹ foundry alloys for wheels with recycled content (post-consumer scrap)



SAYANA premium foil (particularly high strength, thermal conductivity and heat resistance)



aluminium alloy for aerospace applications (more than 1.5 times higher heat resistance than conventional alloys)



Wheels Up cast rims (light, protected models with a sporty design in the new diamond, silver classic, new black colours)



aluminium alloy for anodising coils and sheets

¹ Primary Equivalent Foundry Alloys.

1.3. Recognition from the expert community



In June 2022, RUSAL was honoured as the winner of the All-Russia competition “Russian Business Leaders: Dynamics, Responsibility, Sustainability 2021” held by the Russian Union of Industrialists and Entrepreneurs (RSPP) in the following categories:

- “For contribution to sustainable development of territories”;
- “For an international project”;
- “For ensuring safety of employees and promoting COVID-19 vaccination at workplaces”.

The effectiveness of RUSAL’s social investments in a number of programmes – RUSAL Territory, Helping is Easy, School of Urban Change, Sustainable Development of Territories of Social Responsibility – was noted.

The RSPP also highlighted a project on producing aluminium with a low carbon footprint under the ALLOW brand and the Company’s fight against the COVID-19 pandemic.

In 2022, the RSPP Rating Committee for the **Russian Business Anti-Corruption Rating** awarded RUSAL with an **A1** rating category – the highest level of anti-corruption compliance and the lowest level of corruption risks and associated threat to stakeholders. (for more details, please see the **Ethics and integrity subsection, p. 140**).



For more details, please see the Ethics and integrity subsection, p. 140.

A+

RUSAL reached the highest level in the Donors Forum Association’s annual ranking of corporate social responsibility, entering the A+ category.

The Sustainable Development of Territories of Social Responsibility programme took the 2nd place in the Best Corporate Social Investment Programme in the Territories in the Context of Sustainable Development and Business Strategy category; RUSAL’s project to support animal shelters in the cities of responsibility took the 3rd place in the Best Programme (Project) Facilitating Professionalisation of the Non-Profit Sector category.



RUSAL’s CNY-nominated bond issue, the first one on the Russian market, was named “Debut of the Year” at the 20th Russian Bond Congress.



In 2022, 13 RUSAL enterprises successfully passed the recertification audit for compliance with the requirements of the ASI Performance and ASI Chain of Custody standards.



For more details, please see the Aluminium Stewardship Initiative (ASI) subsection, p. 27.



In 2022, RUSAL reaffirmed its commitment to environmental and climate risk disclosure by reporting to the CDP Climate and CDP Water international rankings for 2021.



Global Reach

Company's operations in the world

AUSTRALIA

▲ **Queensland Alumina Ltd.**
(city of Gladstone)¹

ARMENIA

◆ **Armenal**
(city of Yerevan)

GUYANA

● **Bauxite Company of Guyana**
(city of Georgetown)

GUINEA

● **Compagnie des bauxites de Kindia**
(city of Kindia)

● **Dian Dian**
(Boke region)

▲ **Friguia Bauxite and Alumina Complex**
(town of Fria)

GERMANY

■ **Aluminium Rheinfelden Alloys, Semis**
(town of Rheinfelden)

■ **Aluminium Rheinfelden Carbon**
(town of Rheinfelden)

IRELAND

▲ **Aughinish Alumina**
(Aughinish townland)

ITALY

▲ **Eurallumina**
(town of Portovesme)²

KAZAKHSTAN

■ **Bogatyr Komir**
(city of Ekibastuz)³

NIGERIA

■ **ALSCON**
(town of Ikot-Abasi)⁴

RUSSIA

▲ **Achinsk Alumina Refinery**
(city of Achinsk)

■ **Boguchanskaya HPP**
(Boguchanskoye Energy and Metals Union; town of Kodinsk)⁵

■ **Boguchansky Aluminium Smelter**
(Boguchanskoye Energy and Metals Union; urban locality of Tayozhny)

▲ **Boksitogorsk Alumina Refinery**
(BGZ, town of Boksitogorsk)

■ **Bratsk Aluminium Smelter**
(BrAZ, city of Bratsk)

■ **Irkutsky Aluminium Smelter**
(IrkAZ, town of Shelekhov)

■ **Alumina Refinery "Uralsky Aluminium Smelter"**
(UAZ, city of Kamensk-Uralsky)

■ **Kandalaksha Aluminium Smelter**
(KAZ, town of Kandalaksha)

◆ **Kia-Shaltyrsky Nepheline Mine**
(urban locality of Belogorsk)

▲ **Krasnoturyinsk Alumina Refinery**
(town of Krasnoturyinsk)

● **Krasnoturyinsk Powder Metallurgy**
(town of Krasnoturyinsk)

■ **Krasnoyarsk Aluminium Smelter**
(KrAZ, city of Krasnoyarsk)

■ **Nadvoitsy Aluminium Smelter**
(urban locality of Nadvoitsy)⁶

● **Severouralsk Bauxite Mine**
(town of Severouralsk)

■ **Novokuznetsk Aluminium Smelter**
(NkAZ, city of Novokuznetsk)

◆ **Sayanskaya Foil**
(town of Dmitrov)

◆ **SAYANAL**
(town of Sayanogorsk)

■ **RUSAL Sayanogorsk**
(town of Sayanogorsk)

● **Shelekhov Powder Metallurgy**
(town of Shelekhov)

★ **Kremniy JSC**
(town of Shelekhov)

■ **SKAD Foundry and Mechanical Plant**
(city of Krasnoyarsk)

■ **Taishet Aluminium Smelter**
(town of Taishet)

● **Timan Bauxite**
(Knyazhpogostsky District)

◆ **Urals Foil**
(town of Mikhaylovsk)

★ **Kremniy-Urals**
(city of Kamensk-Uralsky)

■ **Volgograd Aluminium Smelter**
(city of Volgograd)

● **Volgograd Powder Metallurgy**
(city of Volgograd)

▲ **Pikalyovo Alumina Refinery**
(town of Pikalyovo)

▲ **Pikalyovo Cement**
(town of Pikalyovo)

■ **OK RUSAL Anode Plant**
(town of Taishet)

UKRAINE

▲ **Mykolaev Alumina Refinery**
(city of Mykolaiv)⁷

SWEDEN

■ **KUBAL**
(city of Sundsvall)

JAMAICA

▲ **Winalco**
(towns of Ewarton and Kirkvine)

Условные обозначения

- | | |
|-------------|------------------|
| ■ Aluminium | ★ Silicon |
| ▲ Alumina | ◆ Nepheline ore |
| ● Bauxite | ■ Wheels |
| ◆ Foil | ■ Other business |
| ● Powders | |

¹ The Australian Government has banned the export of alumina and bauxite to Russia since April 2022; joint venture.

² Production is mothballed.

³ Joint venture.

⁴ Production is mothballed.

⁵ Joint venture.

⁶ Production is mothballed and suspended since August 2018.

⁷ Production is suspended.

An aerial photograph of a large industrial facility, likely a power plant or refinery. A prominent feature is a tall, white cooling tower with a red top section. The facility includes several large, rectangular buildings with grey roofs, some with blue accents. There are also smaller structures, storage tanks, and piping throughout the site. The background shows a line of trees and distant hills under a blue sky with scattered white clouds. The image is framed by a large, light green circular graphic on the right side and a white triangular graphic on the left side.

2. Sustainability Strategy

AMBITIOUSNESS

Ambitiousness enables us to set inspiring goals and achieve them, setting trends for the industry as a whole



2. Sustainability strategy



RUSAL aims to build sustainable resources and long term economic value based on the Company's competitive ESG advantages for the future market.

To this end, RUSAL is working to mitigate sustainability risks and costs, build stakeholder trust, and achieve the Company's business growth that does not lead to an increased environmental impact.

Our new sustainability strategy is to drive the decoupling effect¹ to create a new class of assets in the non-ferrous metals sector:



1 future fit by meeting the low-carbon and circular economy demands (ready to go carbon neutral by 2050 and reasonably well balanced between primary and secondary material resources),

2 based on an adaptive, fair, secure and inclusive value chain,

3 involving the use of advanced technological solutions.

2.1. Sustainability Strategy 2035

GRI 2-23

In 2022, the draft of RUSAL Sustainability Strategy was updated due to the development and adoption of a number of documents on specific sustainable development issues. The planning horizon in the new version of the Sustainability Strategy is 2035, some priority areas and strategic goals have been revised.

Priority projects (hereinafter also referred to as "task groups") of the Company's sustainable development are integrated into operational policies and processes by adopting or updating internal regulations and long-term planning documents. The strategic goals are then brought down to the level of RUSAL's divisions, where they take the form of specific plans and measures. The established plans and measures are, in their turn, implemented at the level of enterprises and offices. The first assessment of the status of implementation of all the Company's strategic sustainability goals is expected as of the end of 2023.

The main coordination centre for priority ESG projects has been established in the Sustainable Business Department (a division of RUSAL's Sustainability Directorate) – the ESG Transformation Project Office is now responsible for implementing these tasks.

The Company's plans to form cross-functional project teams were implemented in 2022. These working teams have been established for most of the strategic goals of the "Sustainable Product, Sustainable

Consumption" area, and the "Sustainable Supply Chain" area, as well as for the "Safe Workplace" project as part of the "Sustainable Cities, Sustainable Work and Life Quality" area. For example, the cross-functional team for the "Low Carbon Aluminium" priority project brings together heads of departments.

The cross-functional teams are set up for the "Future Workplace" and "Sustainable Development of the Territories of Responsibility" task groups ("Sustainable Cities, Sustainable Work and Life Quality" area).

For the most advanced projects, metrics and key performance indicators (hereinafter referred to as KPIs) have been set for heads of divisions as part of their annual goals. Such projects include "Atmospheric Air Quality Normalcy", "Low Carbon Aluminium", "Circularity of Key Post-Production and Post-Consumer Materials", and "Safe Workplace". The KPI share in determining remunerations for heads of divisions for the priority groups of sustainable development tasks depends on the goals set for the year and varies between 5% and 15%.

In the reporting period, the "Low Carbon Aluminium" project was included in the list of RUSAL's leadership pool strategic initiatives for 2023–2024, specifically in the "Management of the Company's Carbon Footprint" module. The decision taken will shorten the timeframe for the implementation of the set goals.



¹ Decoupling is a tool for measuring gaps between economic growth and environmental pressure and a strategic basis for the development of the so-called 'green economy'. Relative decoupling means a reduction in resource intensity per end product unit. Absolute decoupling involves reducing anthropogenic pressure or resource consumption in absolute terms while allowing for increased production (OECD, 2007).

Sustainability Strategy 2035 (under approval)

Priority areas

E

Sustainable Product, Sustainable Consumption¹

Achieving 100% regulatory compliance with the applicable law and complete environmental transparency by 2035

12 RESPONSIBLE PROCUREMENT

13 CLIMATE ACTION

15 LIFE ON LAND

Adaptation projects		
preventing the risks of operational disruption and business on-costs		
Project	Year	Strategic goal
Atmospheric Air Quality Normalcy	2027 ²	Ensuring full compliance of the Company's air pollutant emissions with regulatory requirements ³ (no excess of the established limits)
	2035	Achieving a significant reduction in air pollutant emissions per tonne of aluminium, including a 25% reduction in total fluoride emissions ⁴
Circular Water in the Key Production Processes	2027 ⁵	Bringing the share of water recycling in alumina refining, aluminium smelting and the manufacturing of finished aluminium products up to 100%
Safe Operation of Red Mud Disposal Sites and Other Waste Disposal Sites ⁶	2030	Ensuring a gradual reduction of waste-to-landfill by at least 10% per tonne of metal ⁷ and safe disposal of 100% of such waste ⁸
Biodiversity Conservation and Enhancement of Ecosystem Services	2035	Ensuring a holistic approach to biodiversity conservation and priority ecosystem services maintenance by embedding in-house biodiversity conservation and ecosystem service quality programmes at the Company's production sites ⁹

Transformation projects		
seizing new, emerging opportunities to ensure business growth (including in new market segments) and credibility with target audiences		
Project	Year	Strategic goal
Low Carbon Aluminium	2035 ¹⁰	Reducing specific greenhouse gas emissions per tonne of metal by 30% (GHG neutralisation excluded) or 57% (GHG neutralisation included) ¹¹
Circularity of Key Post-Production and Post-Consumer Materials ¹²	2030	Bringing at least 15% of alumina production waste and at least 95% of aluminium and silicon production waste back to cycle (reuse, recycle and recover)
	2030	Bringing at least 20% ¹³ of post-consumer aluminium wastes back to cycle

1 In the previous strategy, the area was named "Environment".

2 The previous strategy was set for 2025, the timeframe has been modified due to the adoption of the Climate Strategy 2032.

3 National and local laws applicable at the territory of responsibility (where the Company operates).

4 Against 2021 baseline; the goal has been changed, the previous strategy was to achieve regulatory air quality and acceptable health risks of the main pollutant content in the regions of the Company's responsibility by 2030.

5 The previous strategy was set for 2025.

6 Includes a draft previous strategy on ensuring sufficient reclamation of disturbed land (number of projects reduced from 13 to 12).

7 Against 2021 baseline.

8 UC RUSAL Post-Production Waste Management Strategy until 2030 (approved by the Board of Directors on May 18, 2022).

9 Participating in ASI Performance certification/recertification between 2023 and 2035; UC RUSAL Biodiversity Conservation Policy (approved by the Board of Directors on August 05, 2022).

10 The previous strategy was set for 2030, greenhouse gas reduction goals have been refined (increased) since the change of year.

11 CO₂e per tonne of aluminium (Scopes 1 and 2); against 2018 baseline.

12 Class IV and V hazard waste generated from bauxite and nepheline mining, alumina refining and aluminium production, as well as aluminium consumption (recycling) waste. UC RUSAL Post-Production Waste Management Strategy until 2030 (approved by the Board of Directors on May 18, 2022).

13 Based on UC RUSAL's draft Recycling Strategy until 2030 (Marketing and Sales Directorate, March 2023).

S

Sustainable Cities, Sustainable Work and Life Quality¹

Bringing the workplace and living standard² up to meet the expectations of the next generation of employees and sustainability benchmarks by 2035

3 GOOD HEALTH AND WELL-BEING

8 DECENT WORK AND ECONOMIC GROWTH

11 SUSTAINABLE CITIES AND COMMUNITIES

Adaptation projects		
Project	Year	Strategic goal
Safe Workplace	2030	Ensuring occupational safety for the Company employees and contractors' personnel accessing the Company's production sites and offices, by halving the frequency of lost-time injuries rate and bringing the number of fatalities, and A-level industrial safety incidents ³ and fires at production sites down to zero ⁴
Sustainable Development of the Territories of Responsibility	2035	Making 100% social investments ⁵ based on the "Sustainable Cities and Communities Index" methodology and on the measurable performance indicators in order to have significant improvement delivered in the living standard across the bottom-10 territories of responsibility (against other comparable territories) by addressing top-3 critical aspects of social and environmental sustainability
Transformation project		
Project	Year	Strategic goal
Future Workplace	2030	Achieving the status of the Employer of Dream (No.1) for the target youth group by creating an employer value proposition that fully embraces an equal opportunities' principle and makes the workplace bias-free

G

Sustainable Supply Chain⁶

Setting up an infrastructure that enables making 100% data-driven decisions behind sustainability and assessing ESG maturity of suppliers of 100% raw materials, finished goods, and services⁷

12 RESPONSIBLE PROCUREMENT

17 PARTNERSHIPS FOR THE GOALS

Adaptation projects		
Project	Year	Strategic goal
Sustainable Sourcing of Raw Materials, Goods and Services	2025 (80%) 2035 (100%)	Establishing a sustainable and ethical supply chain of raw materials, finished goods and services based on an in-house system of ESG accreditation, assurance and compliance audit to have covered initially at least 80% suppliers and subsequently 100% suppliers ⁸
Recognition of ESG Compliance and Leadership in the Top Ratings	2025 (top-10) 2035 (top-3)	Ensuring that the Company's practices are consistently recognised as meeting the best sustainability standards and that the Company's thought leadership in the ESG agenda is consistently reflected in the leading (target) ESG ratings in top-10 early on and in top-3 subsequently
Transformation project		
Project	Year	Strategic goal
Data-Driven Decisions behind ESG Transformation	2025	Creating a single ESG database for the Company, to further consolidate 100% ESG performance indicators on a corporate data platform and integrate them in data-driven decision making behind ESG transformation

1 In the previous strategy, the area was named "Social Sector".

2 In the territories of responsibility.

3 With the adoption of the Occupational Health and Safety Strategy 2030, the goal in this part has been changed to a more ambitious one: to completely eliminate A-level occupational health and safety incidents (previous strategy – 50% reduction).

4 Against 2021 baseline; UC RUSAL Occupational Health and Safety Strategy until 2030 (approved by the Board of Directors on September 20, 2022).

5 In the territories of responsibility; UC RUSAL Social Investment Strategy until 2035 (under corporate approval).

6 In the previous strategy, the area was named "Governance".

7 UC RUSAL Responsible Procurement Policy (approved by the Board of Directors on November 9, 2022).

8 By value; against 2021 baseline.

2.2. Factors essential for sustainable business development

GRI 2-12, GRI 2-29, HKEX para. 7, HKEX para. 11, HKEX para. 14, ASI PS 3.1

Interaction with stakeholders, based on the principles of equality, transparency, openness and readiness for mutually beneficial cooperation, contributes not only to the achievement of high operational results of the Company, but allows us to work together and find balanced solutions in the field of sustainable development. To this end, RUSAL regularly interacts with stakeholders: local and expert communities, business partners and associations, employees and trade unions, whose

opinion is taken into account when determining the Company's corporate strategy.

The list of stakeholders is determined based on the impact on the process and results of the Company's activities, the frequency of interaction and significance for RUSAL. RUSAL's interaction with stakeholders is carried out within the framework of the Code of Corporate Ethics and the Code of Business Partner.



2.3. Methods of stakeholder engagement

GRI 2-29

Key topics	Stakeholder interests and expectations	How we engage	Responsible Company's department
Shareholders and investors			
<ul style="list-style-type: none">Strategic business planningESG transformationManagement process optimisationOperational resultsRisk-based approach to management	<ul style="list-style-type: none">Increasing the Company's investment attractivenessConsistently strong operating and financial results	<ul style="list-style-type: none">Disclosure of financial statements, annual reports, and ESG-related information in accordance with the international standards and practicesRegular online meetings with minority shareholdersAnnual general meeting of shareholders	<ul style="list-style-type: none">Strategy and Investor Relations DepartmentDirectorate for Legal AffairsOffice of the corporate secretary
Customers and suppliers			
<ul style="list-style-type: none">Sustainable supply chainTransparent, open, and lean procurement proceduresMutually beneficial and equitable relationsProduct quality management	<ul style="list-style-type: none">Obtaining complete and reliable information about the goods, services and markets of the CompanyAvailability of participation in the Company's procurement procedures	<ul style="list-style-type: none">Conducting seminars and meetings with clients(as required)Tender and procurement plans (as required)Vendor training events (a continuous process)Prompt complaints procedures (weekly)Contractual relationshipsRegular feedback from clients on sustainability issues (upon receipt)Continuous improvement of processes in customer relationsCompliance accreditation system for suppliers	<ul style="list-style-type: none">The Sustainability DirectorateDirectorate of Quality ManagementBusiness Support DirectorateSales and Marketing DirectorateDepartments for ecology and quality at enterprises
Employees and trade unions			
<ul style="list-style-type: none">Respect for employee rightsCompetitive remuneration and employee welfareComfortable and safe working conditionsDevelopment of human capitalEmployee health and support during the COVID-19 pandemic	<ul style="list-style-type: none">The Company's compliance with labour laws and respect for labour rightsSafe working conditions and decent wagesEnsuring equal opportunitiesCareer prospects	<ul style="list-style-type: none">Collective agreements (once every three years) and reports on their performance (annually)Informing through corporate magazine (monthly) and social mediaGeneral meetings with leadership and management online (at least twice a year)Assessment of hotline reports (a continuous process)Participation in reputation studies (annually)Supporting volunteerism and private initiatives by employees (periodically)Conducting activities that help to unleash the creative and sporting potential of employees (periodically)Internal training and Corporate University	<ul style="list-style-type: none">The Sustainability DirectorateHR DirectorateDirectorate of Public RelationsProduction Development DirectorateCommissioners for corporate ethics in enterprises and offices

Key topics	Stakeholder interests and expectations	How we engage	Responsible Company's department
Federal and regional authorities			
<ul style="list-style-type: none">• Tax payments and social investment• Compliance with legislation and advancement of the legal and regulatory framework• Ensuring the prosperity of the regions where the Company operates• Promoting employment and supporting entrepreneurship	<ul style="list-style-type: none">• Compliance by the Company with applicable laws and regulations• Regulation of environmental impact and promotion of social stability in the regions of presence	<ul style="list-style-type: none">• Involvement of citizens and their associations (public hearings, consultations) in the discussion of the placement of new production facilities and the development of the urban environment (a continuous process)• Participation in consultative and deliberative procedures with government authorities and non-profit organizations on issues of legislative and regulatory regulation (a continuous process)• Establishment of agreements with public authorities on socio-economic issues• Corporate social responsibility and regional development projects	<ul style="list-style-type: none">• The Sustainability Directorate• Directorate for interaction with state bodies• Directorate for Regional Policy and Interaction with Authorities and Administration
Local communities			
<ul style="list-style-type: none">• Ensuring the prosperity of the regions where the Company operates• Promoting human rights• Social investment and charity• Supporting humanitarian efforts of activists and citizen groups• Sustainable urban transformation• Addressing the impact of the COVID-19 pandemic	<ul style="list-style-type: none">• Positive impact on the sustainable development of the regions of presence• Increasing the number of jobs available for residents of the regions of presence• Support for education, culture and sports, infrastructure development• Support for small and medium businesses	<ul style="list-style-type: none">• Involvement of citizens and their associations (public hearings, consultations) in the discussion of the placement of new production facilities and the development of the urban environment (a continuous process)• Support for humanitarian projects and grant competitions for public initiatives• Coordination with local governments of tasks in terms of improving socio-economic conditions	<ul style="list-style-type: none">• Public expert council for sustainable development of the Company• The Sustainability Directorate• Directorate of Public Relations• Directorate for Regional Policy and Interaction with Authorities and Administration• The Charity Fund Centre for Social Programmes

2.4. Materiality assessment

GRI 3-1, HKEX para. 14

Materiality was assessed in accordance with international requirements, which require a comprehensive impact analysis based on the opinions of stakeholders. In 2022, we applied an updated three-stage approach to identifying the most significant material topics, allowing us to prepare a Report that meets the expectations of stakeholders.

GRI 3-2

226 respondents took part in the survey of external and internal stakeholders. The results of the survey are a prioritized list of topics, evaluated according to the following parameters:

- strength of positive and negative effect;
- probability/regularity of the effect;
- coverage (scale) of impacts.

Based on the results of the survey, all identified impacts and topics were recognized as material.

Step 1	Determining the list of impacts	<ul style="list-style-type: none">• Analysis of the list of material topics disclosed in the 2021 Sustainability Report• Analysis of communications with stakeholders for the reporting period• Accounting for RUSAL's sustainable development strategy to 2035• Overview of aspects recognised by significant industry associations (including the ASI standard) and ESG ratings
Step 2	Assessing the significance of impacts and prioritising them	<ul style="list-style-type: none">• Questioning internal and external stakeholders• Evaluation of the results• Prioritisation of impacts according to the results of the survey
Step 3	Approval of the list of material topics	<ul style="list-style-type: none">• Mapping impacts and material topics• Consideration and approval of the final list of material topics by the Directorate for Sustainable Development and the General Director

In 2022 some substantive topics have been grouped together to address issues in a comprehensive manner. In 2022, the list of material topics was

replenished with new topics: "Tax Policy" and "Environmental compliance and implementing the best available technologies".

Material topics		
E	S	G
Priority 1		
	<ul style="list-style-type: none">• Health and safety• Human resource engagement	<ul style="list-style-type: none">• Contribution to economic sustainability and development• Compliance and anti-corruption• Sustainable supply chain• Tax policy
Priority 2		
<ul style="list-style-type: none">• Environmental compliance and implementing the best available technologies• Products with low carbon footprint• Rational waste management and safe operation of sludge storage facilities	<ul style="list-style-type: none">• Ethics and human rights• Local communities	
Priority 3		
<ul style="list-style-type: none">• Air quality• Land use and biodiversity• Water and wastewater management• Climate change		

2.5. Association and international initiatives membership

GRI 2-28

RUSAL takes an active part in industry, international and Russian organisations and initiatives in order to develop partnerships and exchange experience with other industry companies, plan a corporate strategy in the field of sustainable development and jointly solve pressing environmental and socio-economic problems.

In 2022, the Company was a member of the following associations and initiatives:

- UN Global Compact initiative
- UN Global Compact Network Russia
- Carbon Pricing Leadership Coalition (CPLC)
- Task Force on Climate-Related Financial Disclosures (TCFD)
- ICC Russia Commission on the Economics of Climate Change and Sustainable Development
- American Chamber of Commerce in Russia
- Climate Partnership of Russia
- Japan Climate Leadership Partnership
- U.S. Russia Business Council (USRBC)
- International Aluminium Institute (IAI)
- Aluminium Association
- Aluminium Stewardship Initiative (ASI)
- Committee on Climate Policy and Carbon Regulation of the Russian Union of Industrialists and Entrepreneurs (RSPP)
- National ESG Alliance
- Sustainability Committee and ESG of the Russian Managers Association (AMR)

During 2022, the Company representatives took part in the work of relevant working groups and commissions on sustainable development and climate issues, sharing their own experience in implementing measures to reduce greenhouse gas emissions and assisting in the development of recommendations and proposals for businesses and regulators.

RUSAL representatives regularly participate in events organised by the Committee on Climate Policy and Carbon Regulation of the Russian

Union of Industrialists and Entrepreneurs, World Resources Institute (WRI), International Emissions Trading Association (IETA), International Carbon Action Partnership (ICAP), European Roundtable on Climate Change and Sustainable Transition (ERCST) and other leading foreign and Russian organisations and think tanks.

During 2022, RUSAL representatives took part in more than 70 webinars and working meetings on climate and carbon regulation, including the ICC Working Group on

RUSAL CASE STUDY

RUSAL's input into carbon regulation was highly evaluated in the CPLC Leadership Report

In its [CPLC Leadership Report 2021–2022](#), the Carbon Pricing Leadership Coalition (CPLC), The World Bank noted RUSAL's outstanding results in two areas: use of internal carbon pricing in making investment decisions and technological innovations introduced as part of the Taishet aluminium smelter launch in 2021.

Carbon Pricing Mechanisms of the World Business Organisation. In 2022, with the support of RUSAL, the work of the Recycling Sector of the Aluminum Association was intensified in order to develop proposals for the development of the aluminum recycling industry – a representative of RUSAL was nominated as the Head of the sector.

In November 2022, RUSAL employees took part in the 27th session of the Conference of the Parties to the UN Framework Convention on Climate Change (hereinafter referred to as COP-27) as part of a business delegation. Representatives of the Company also took part in the 2nd virtual forum “Make Climate Action Everyone's Business Forum”, organised by the World Business Organisation (ICC) during the COP-27.

The Company continued participating in the Expert Council for Sustainable Development under Russia's Ministry of Economic Development, the Roadmap

Implementation Expert Group for Transforming business Climate in Goods and Services Exports, as well as in implementing the Clean Air Federal Project within the Russian national Ecology Project.

In 2023, RUSAL plans to continue working with international organisations to update its corporate approaches following the latest changes in the Russian and international carbon regulation. The Company plans to specifically focus on studying newly emerging carbon markets in foreign jurisdictions, as well as on reforms of the existing carbon regulation systems in the countries where the Company operates. In addition, an important aspect of RUSAL's activities is getting to know concepts of climate project implementation around the world with a view to possibly implement the best practices within the Company's own projects, and preparing recommendations to take these practices into account when further improving the carbon regulation regime.

2.6. Aluminium Stewardship Initiative (ASI)

RUSAL has been a member of the Aluminium Stewardship Initiative (ASI), a global non-profit organization promoting sustainability principles across the whole aluminium value chain. Ever since RUSAL has been actively participating in the task forces formed by the ASI to develop and further integrate its standards.

The ASI Performance Standard and the ASI Chain-of-Custody Standard set requirements for responsible production, procurement, and aluminium value chain stewardship. The ASI Performance Standard defines

principles and criteria related to environmental impact, social impact, and corporate governance. It is supplemented by the ASI Chain of Custody Standard designed to assist aluminium companies willing to provide customers and stakeholders with an independent assurance of sustainable production and supply chain. Since 2019, RUSAL's assets have been consistently certified for compliance with the ASI standards.

RUSAL is one of the largest global aluminium producers certified in accordance with the ASI standards. In 2022, RUSAL had seven sites re-assessed by third parties

to confirm compliance with the ASI Standards. Those seven were the managing firm, Europe's largest alumina refinery Aughinish (Ireland), Boguchansky aluminium smelter, Boksit Timana, Bratsk aluminium smelter, KUBAL, and Sayanogorsk aluminium smelter. Therefore, by the end of 2022, all 13 production sites included in the ASI certification area have confirmed their compliance with the ASI standards. In the future, RUSAL plans to continue certification for all its facilities.

In 2023, the Company intends to perform an assessment of compliance with the new ASI Performance Standard requirements related to human rights, health and safety. Three RUSAL's production sites will be subjected to the assessment: Novokuznetsk aluminium smelter, Volgograd aluminium smelter, and Taishet aluminium smelter. Should any discrepancies be identified, they will be addressed by the Company.

2.7. SDGs and business priorities for sustainable development

GRI 2-23, ASI PS 3.1

RUSAL became one of the first Russian companies to support the UN Sustainable Development Goals (hereinafter also referred to as "SDGs", "goals"), committing to contribute to their achievement in 2015.

RUSAL's contribution to the achievement of the UN Sustainable Development Goals is placed on record

annually in the Company's Sustainability Reports, which are published on the RUSAL's website and on [RUSAL's page as a member of the UN Global Compact](#) on a website of this initiative. All reports on the UN Global Compact website are accompanied by "communications on progress" which include information on the Company's contribution to the achievement of the SDGs.

In 2022, the list of RUSAL's priority UN Sustainable Development Goals has not changed compared to 2021.



In 2022, RUSAL's contribution was highlighted in the International Aluminium Institute's report "The Aluminium Industry's Contribution to the UN Sustainable Development Goals", namely:



The Company's multi-year fight against Ebola in Guinea

- funding the construction of a medical research and treatment centre in 2015;
- conducting vaccine trials at the medical centre in 2016–2018 for obtaining certification and subsequent use;
- successfully treating **more than 60% of Ebola fever patients** at the medical centre.



The School of Urban Change educational project (implemented since 2017)

- identification, training and development of urban change leaders who can improve the quality of life in the regions through territorial development projects;
- training active residents in the areas of RUSAL's responsibility and representatives of the creative community to design and effectively implement projects on solving pressing social problems and develop the urban environment.



A closed water circulation system at the Armenal enterprise (Armenia)

- recognising water as a valuable shared resource, RUSAL has put in place water management systems at its production facilities;
- Armenia is a region where water stress is rated as high;
- **a 90% reduction** in net water consumption is planned at Armenal as a result of the transition to a closed water circulation system.



Constructed wetlands at the Aughinish Alumina refinery (Ireland) for treating bauxite residue alkaline leachate



- the project represents best practice for shaping an industry-wide approach to mitigating the impacts associated with the bauxite residue rehabilitation;
- the pilot application of the technology is important in exploring constructed wetlands used as a solution to the problem of bauxite residue leaching;
- the project is co-funded by RUSAL and the International Aluminium Institute (IAI).

The table below contains the Company's key results for 2022, broken down by the priority Sustainable Development Goals, on the way to achieving them. The results are supported by quantitative indicators for the reporting period and correlate with the material

topics of the RUSAL's Sustainability Report 2022. Each piece of information on the Company's contribution to one or another goal includes references to the thematic sections and subsections of the Report where this information is disclosed in detail.

Priority UN SDGs and the Company's input into achieving them

	Our contribution in 2022	Quantitative indicators	Material topics
	<ul style="list-style-type: none">• Corporate welfare programme is in effect: free health care, housing programme (relaunched), financial assistance, other benefits• Occupational Health and Safety Strategy 2030 is developed; Health, Safety and Fire Management System is revised• The Building Hospitals project is implemented in Russian cities of responsibility, support for healthcare continued in other countries of operation	<p>USD 102.4 million were allocated to the welfare programme</p> <p>65% share of RUSAL's payment under the housing programme</p> <p>LTIFR is stable from 2021 (0.15)¹</p> <p>The number of fatal accidents has been reduced almost twice</p> <p>3 health workers received Guinean national award for contributing to fight against COVID-19</p>	<ul style="list-style-type: none">• Health and safety• Human resource engagement• Local communities

¹ Lost Time Injury Frequency Rate. Hereinafter, in this section, the LTIFR indicator is calculated taking into account the main contractor, ECM LLC. The LTIFR calculated for fulltime employees is 0.17.

	Our contribution in 2022	Quantitative indicators	Material topics
<div><div>8</div><div>DECENT WORK AND ECONOMIC GROWTH</div></div> <div>For more information, please see the Employees subsection, p. 72, the Sustainable supply chain of raw materials, goods and services subsection, p. 149.</div>	<ul style="list-style-type: none">A new Code of Ethics was adopted and the regulations on the Ethics Ombudsman were updatedA Human Rights Policy and an Equal Opportunities Policy were developedModel collective agreement 2023–2025 was updated for enterprisesDigitalisation of the Common Service Centre is underwayA federal Professionalitet project for the targeted training of workers is implementedFunctional Academies were established for PR, GR, commercial, environmental, and legal staffA Responsible Procurement Policy was developed, and the supplier ESG maturity assessment methodology was updatedThe ESG maturity of key raw material suppliers (various product categories) was assessedThe process of creating a Supplier’s Personal Account on RUSAL’s website launched	<p>RUSAL raised salaries for employees in Russia by 10%</p> <p>annual bonus equals 100% of the average salary</p> <p>23,553 employees received training activities and courses</p> <p>USD ~1.5 million were allocated for scholarships for Guinean students in Russia</p> <p>top-10 of RBC’s Russian Employer Rating</p> <p>100% of raw coke suppliers were covered by ESG maturity assessment</p>	<ul style="list-style-type: none">Human resource engagementEthics and human rightsSustainable supply chainCompliance and anti-corruption
<div><div>11</div><div>SUSTAINABLE CITIES AND COMMUNITIES</div></div> <div>For more information, please see the Developing local communities subsection, p. 111.</div>	<ul style="list-style-type: none">RUSAL’s Public Expert Council for Sustainable Development was formed, including representatives of local communitiesRUSAL’s Sustainable Cities Index and the draft Social Investment Strategy 2035 were developedA number of new infrastructure projects were initiatedPilot stream “RUSAL Territory – new tools for urban infrastructure development” was launchedScholarship programme was expanded to future health professionals and educatorsFree health care was extended to family members of Dian-Dian employees (Guinea)The geographical reach of the project on working with orphans in sponsored social care institutions was expanded	<p>A+ category of Corporate Philanthropy Leaders Rating (Donors Forum and Kommersant)</p> <p>33% share of investment in education al projects</p> <p>337 people participated in the Volunteer School online training series</p> <p>a total of more than USD 7.3 million in new socio-economic cooperation agreements with 12 cities and districts</p>	<ul style="list-style-type: none">Local communitiesContribution to economic sustainability and development
<div><div>12</div><div>RESPONSIBLE CONSUMPTION AND PRODUCTION</div></div> <div>For more information, please see the Environmental management approach subsection, p. 35, the Waste management subsection, p. 42.</div>	<ul style="list-style-type: none">Environmental Policy was updated, Safe Management of Sludge Depositories Policy was developedISO 14001 compliance was confirmed for all previously certified enterprisesDNV GL certificates were replaced by URS RUS certificates at a number of enterprisesPlans were developed for 2022–2025 for complete decommissioning of equipment and disposal of PCB-containing waste¹Industrial waste disposal facilities were built and reconstructedThe new closed industrial water circulation system at Armenal continued to be completed, and the system was implemented at “RUSAL Kamensk-Uralsky”	<p>22 enterprises were certified to ISO 14001²</p> <p>13 enterprises were certified to ASI standards (Performance Standard and Chain of Custody)</p> <p>↓11% industrial wastewater discharge</p> <p>91.5% share of recycled and reused water</p> <p>81% of RUSAL’s production waste was recycled internally or passed on for recycling or disposal³</p> <p>12.3 tonnes of equipment with PCBs were transferred for disposal (as of the end of 2021, the volume of equipment containing PCBs amounted to 33.7 tonnes)</p>	<ul style="list-style-type: none">Environmental compliance and implementing the best available techniquesSafe management of tailings and wasteClimate change

	Our contribution in 2022	Quantitative indicators	Material topics
<div><div>13</div><div>CLIMATE ACTION</div></div> <div>For more information, please see the Air emissions subsection, p. 48, the Climate change and energy subsection, p. 58.</div>	<ul style="list-style-type: none">Climate Strategy with 2050 vision was updatedCDP Climate and Water reports and the first annual voluntary report on the results of the federal Clean Air Project were publishedThe Carbon Pricing Leadership Coalition (CPLC Leadership Report 2021–2022) recognised application of internal carbon pricing to make investment decisions, as well as innovations at the new Taishet Aluminium SmelterA roadmap for using the results of climate projects to offset the carbon footprint of products was establishedDevelopment of new forest-climate projects beganClean Air Project activities were implemented at the Krasnoyarsk, Bratsk and Novokuznetsk Aluminium SmeltersThe conversion of Bratsk, Shelekhov, Krasnoyarsk and Novokuznetsk aluminium smelters (one third of total aluminium production) to eco-friendly anode-burning technology continuedThe project to upgrade the lighting system for production sites, warehouses and premises was completed at Windalco (Jamaica)	<p>↓12,5% direct greenhouse gas emission intensity¹ compared to 2014 levels</p> <p>↓4,1%average electricity consumption intensity² compared to 2011 levels</p> <p>402 electrolyzers were converted to EcoSøderberg technology at the Bratsk, Irkutsk, Novokuznetsk and Volgograd Aluminium Smelters (1,399 electrolyzers were converted over the whole time series)</p>	<ul style="list-style-type: none">Air qualityClimate changeProducts with low carbon footprint
<div><div>15</div><div>LIFE ON LAND</div></div> <div>For more information, please see the Water resources subsection, p. 38, Land resources subsection, p. 52, Biodiversity subsection, p. 54.</div>	<ul style="list-style-type: none">Policies on biodiversity, reclamation of disturbed land, water management were developedThe Aughinish Alumina refinery joined the Irish Pollinator InitiativeThe results of the aerial forest conservation project in the Krasnoyarsk territory and the Irkutsk region were reviewedNew zooplankton species and a number of plant species were discovered in the Krasnoyarskiye Stolby National ParkSnow leopard population monitoring and protection measures implementation continuedMonitoring of bioresources and surface water quality in sections of the Vym’ and Vorykva Rivers and the Cherniy Brook	<p>USD 129.5 million were allocated to environmental protection measures</p> <p>77 ha – total area of reclaimed land (reclamation rate is at 1.7)³</p> <p>over 1 million pine trees were planted in the Komi Republic</p> <p>1st place in the ESG Environmental Protection category (RDF Forum 2022) for the land reclamation project in the area of the Achinsk sludge depository</p>	<ul style="list-style-type: none">Water and wastewater managementLand use and biodiversity
<div><div>17</div><div>PARTNERSHIPS FOR THE GOALS</div></div> <div>For more information, please see the Association and international initiatives membership subsection, p. 26, the Governance and sustainable development section, p. 128.</div>	<ul style="list-style-type: none">Key achievements of the Pathway to Net Zero 2050 strategy were presented at the 27th UN Climate Change Conference (UN Global Compact National Network session)Irina Bakhtina, Director of Sustainable Development at RUSAL and a member of the National ESG Alliance Supervisory Board, was elected as the chair of the Alliance’s ECEP Committee⁴Proposals from the Alliance ECEP Committee in national ESG rankings, rankings and standards methodologies were preparedThematic sessions for the professional ESG community, including impact assessment of social business programmes, were initiated by Irina Bakhtina as the Chair of the ESG Committee of the Association of ManagersWebinars on forest climate projects and climate regulation were conducted for all the stakeholders in the framework of the Russian Climate PartnershipThe Aluminium Association’s Recycling sector, supported by RUSAL, is revived to develop proposals for the aluminium secondary processing industry, with a RUSAL representative elected to head the sector	<p>“A” category of the RSPP’s and Moscow Exchange’s “Responsibility and Openness” and “Sustainable Development Vector” Indices</p> <p>1st category of the National Credit Ratings’ “Russian Business ESG Index”</p> <p>Best environmental reporting by a company (RAEX Analytics’ Annual Report Competition)</p> <p>Best social impact disclosure (“Visionaries. Change Management” Award)</p>	<ul style="list-style-type: none">Local communitiesContribution to economic sustainability and developmentTax policy

1 Polychlorinated biphenyls.

2 Excluding mothballed facilities.

3 Excluding volumes of bauxite residue (red mud), nepheline residue, and overburden.

1 At the aluminium smelters.

2 At the aluminium smelters.

3 The land reclamation rate is calculated as the ratio of the area of reclaimed land to the area of disturbed land in the reporting period.

4 National ESG Alliance's Ecology, Climate and Environmental Protection Committee.

3. Environmental aspect

Sustainability Strategy's priority area
"SUSTAINABLE PRODUCT, SUSTAINABLE CONSUMPTION"

Global sustainable development goals



USD **217.2** mln

spent on environmental protection measures

↓ **12.2%**

decrease in total amount of waste generated (excluding overburden)

↓ **12.5%**

direct specific greenhouse gas¹ emissions compared to 2014

SOLICITUDE

Solicitude as an expression of our desire to protect human life and health, save business resources and preserve the planet's ecosystems that we use

¹ At aluminium smelters.

3.1. Environmental protection

2022 highlights

- 22enterprises are certified for compliance with ISO 14001 international standard
- USD217.2mlnspent on environmental protection measures
- 12.1%decrease in total volume of emissions of nitrogen oxides in the form of nitrogen dioxide (NO₂)
- 12.6%decrease in total amount of waste generated (excluding overburden)
- 12%decrease in the total volume of industrial discharges of polluted water into surface water bodies
- 77ha land rehabilitated in total

Material topics

- Water and wastewater management
- Safe management of tailings and waste
- Air quality
- Land use and biodiversity
- Environmental compliance and implementing the best available technologies

Contribution to UN SDGs



Environmental management approach

GRI 3-3, HKEX para. 13, HKEX Aspect A1, A2, A3, HKEX KPI A1.5, HKEX KPI A1.6, HKEX KPI A2.4, ASI PS 2.1, ASI PS 2.3, ASI PS 2.4, ASI PS 3.1, ASI PS 7.2, SASB EM-MM-160a.1

Responsible environmental management and minimization of negative impact on the environment is an integral part of RUSAL's management in the implementation of operational activities. The Company is continuously working to implement the best practices of environmental aspects, risks and opportunities management.

The Company's enterprises are guided by their obligations, established standards, limits of negative impact on the environment and strive to fulfill them¹. Environmental impact monitoring is carried out within the framework of industrial environmental control and additional research work. In accordance

with the corporate regulations, environmental risks and measures for their management are analysed quarterly. At the enterprises of RUSAL, programs of environmental protection measures and environmental efficiency improvement are being implemented. Their goal is to reduce the impact of production activities of enterprises on environmental components, including through the introduction of the best available technologies. The measures implemented at KrAZ, BrAZ, and NkAZ are considered in the integrated cities' plans to minimise pollutant emissions in Krasnoyarsk, Bratsk, and Novokuznetsk, respectively. The integrated plans are aimed at ensuring favourable living conditions for residents and significantly reducing air pollutant emissions.

The Company has a number of fundamental documents that stipulate the key provisions of environmental protection activity:

RUSAL's internal documents governing environmental management

Environmental Policy

Includes principles that the Company undertakes to comply with when making management decisions at all levels in order to prevent and minimise negative environmental impacts. The Environmental Policy also contains the Company's areas of environmental protection activities.

In 2022, the Environmental Policy was updated taking into account the Sustainable Development Strategy, also updated in the reporting year.

Biodiversity Conservation Policy

Includes the Company's position on biodiversity conservation and the key principles that guide the Company's management in this area. The document introduces a risk-based approach within the Company, with biodiversity risk assessment becoming mandatory in the planning and implementation of production activities.

The Policy was developed and integrated in 2022.

Code of Corporate Ethics

Includes environmental requirements imposed by the Company on its employees, managers, members of the Board of Directors, suppliers of goods, work and services, business intermediaries, consultants and other business partners. These requirements are related to compliance with environmental legislation, reduction of negative impacts on environmental components, reclamation and restoration of biodiversity and environmentally safe treatment of hazardous wastes.

Guidance on the environmental management system

Establishes the principle of environmental protection as one of the Company's priorities. The guidance also contains ethical principles for this operation branch, which are binding on all RUSAL employees. The principles concern resource conservation, prevention of environmental incidents, development of the environmental management system, compliance with environmental legislation, management of environmental risks, and personal environmental responsibility of employees.

¹ In accordance with the Russian Federation legislation, temporary limits are established if it is impossible to meet annual limits for the period during which the Company takes measures to reduce the impact on the relevant environmental component.

In 2022, the Company initiated the development of additional environmental policies:

- Policy on the safe management of tailings;
- Policy on decommissioning and reclamation of disturbed land;
- Policy on management of water resources and associated risks.

In addition, in 2022, RUSAL's Sustainable Development Strategy was updated until 2035. Strategic goals in the field of environmental protection are set for each key area of the Company's environmental activities. Environmental targets for achieving corporate strategic goals are set for the management Company, directorates and divisions, as well as for each enterprise. These goals are taken into account when setting personal KPIs of employees, divisions and enterprises. The management system of RUSAL enterprises operates in accordance with the requirements of the international standard ISO 14001 "Environmental Management Systems" and provides effective management of environmental aspects, risks and opportunities. As of the end of 2022, 21 enterprises of the Company¹ have been certified for compliance with the requirements of the international standard ISO 14001. Enterprises and the management company regularly undergo supervisory and recertification audits to confirm compliance.

Several enterprises along the production chain from mining to the production of finished products (a complete list is presented in the chapter "Initiative for Responsible Management in the Field of Aluminium Production (ASI)" on page 27) certified according to ANSI Performance and ASI Chain of Custody standards. Their requirements cover, among other things, the environmental aspects of the aluminium supply chain.

In 2022, external recertification audits to ASI standards of the Company's facilities were successfully conducted in accordance with the approved plan for the following entities:

- Managing Company;
- Aughinish;
- Boguchany Aluminium Smelter;
- Timan Bauxite;
- Bratsk Aluminium Smelter;
- Kubal;
- Sayanogorsk Aluminium Smelter.

All 13 RUSAL sites covered by ASI certification have confirmed compliance with the standards as of the end of 2022. Regardless of third-party audits (external supervisory and recertification audits), internal audits of environmental management systems of enterprises are conducted in accordance with the approved annual schedule.

RUSAL case study
Inventory of the life cycle of aluminium in terms of environmental impact

In the reporting period, RUSAL initiated a project to inventory the life cycle of aluminium for its own enterprises, which is used for Environmental Product Declarations (EPDs). The availability of an assessment of the life cycle of aluminium is a requirement of the ASI standard and allows assessing the Company's impact on the environment.

The project involves the development of a methodology for assessing the impact of aluminium on environmental components, as well as compiling an internal rating of enterprises and indicators of the impact of the product life cycle

The company is considering the possibility of voluntary insurance of environmental risks, however, in the current conditions, the introduction of such a tool is not possible due to the low development of environmental insurance in the Russian market.

Management of environmental aspects, environmental risks and opportunities of the Company is addressed by the following organisational and structural units at the level of management companies for each division:

- The **Board of Directors of the Company** considers and approves strategic environmental priorities and goals, monitors the implementation of significant environmental projects and initiatives to improve the environmental management system, including as part of meetings of the **Health, Safety and Environmental Committee**.
- The **General Director** is personally responsible for the implementation of the Company's sustainability strategy and its environmental goals.
- The **Executive Committee**, which is an advisory body to the General Director, assists the Board of Directors and the General Director in monitoring the effectiveness of the implementation of the Company's sustainability strategy, including in the environmental area.
- The **Sustainability Directorate** is responsible for implementing the sustainability strategy in all Company divisions, including provisions related to environmental responsibility.
- The **Environmental and Climate Regulation Department** provides functional management of the environmental services of the Company's divisions and enterprises, creates and consolidates annual goals based on strategic objectives, and develops and monitors the implementation of policies, regulations, standards and corporate-level documents, consolidates the assessment of environmental risks of the enterprises and performs an annual analysis of the dynamics of these risks

together with the Directorate for Control, Internal Audit and Business Coordination. The department comprises specialised units responsible for specific environmental issues related to environmental and climate regulation and control, environmental safety and regulation of greenhouse gas emissions, as well as arranging for preparation and certification of the Company's enterprises for compliance with the requirements of the Aluminium Stewardship Initiative (ASI) standards.

RUSAL constantly monitors changes in the environmental legislation requirements of the countries of its presence, as well as the requirements of national and international voluntary standards. In 2022, specialists of enterprises and technical services participated in specialized seminars and webinars on changes in environmental legislation in 2021-2022.

GRI 307-1, ASI PS 3.2

In addition to third-party audits for compliance with international voluntary standards (according to ANSI, ISO 14001, etc.), enterprises regularly undergo inspections by state supervisory (supervisory) bodies. In 2022, during inspections conducted by government agencies, the Company received 26 fines in connection with violation of regulatory requirements in the field of environmental protection. The amount of fines paid amounted to 0.1 million US dollars. At the same time, in the reporting year, no significant damage² to ecosystems was recorded as a result of the Company's production activities.

In 2022, the total cost of environmental measures amounted to USD 217.2 million, which was 54% higher than in the previous year¹.

In 2022, regular payments for negative environmental impact amounted to USD 12.5 million.

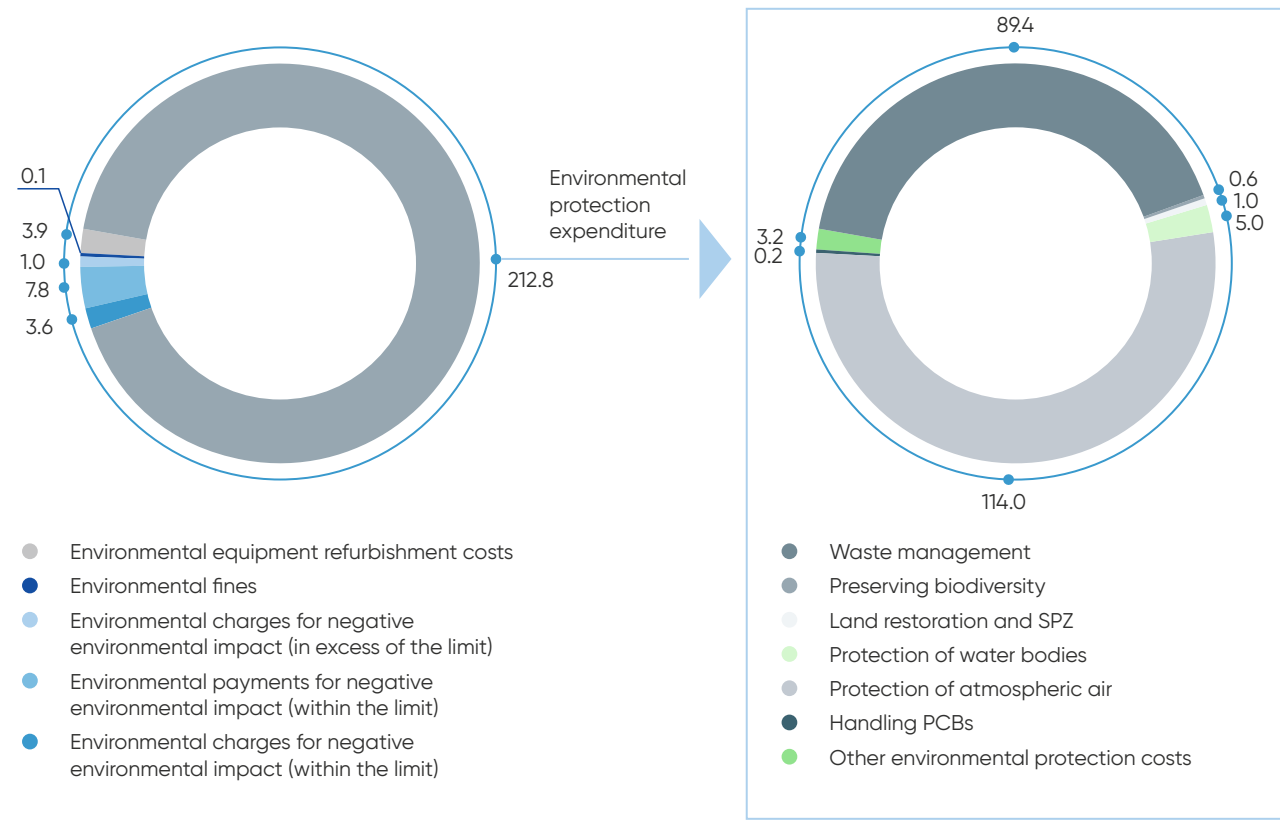
The Company constantly developing the environmental management system and approaches to managing environmental aspects, risks and opportunities within the framework of the system of continuous improvement of EMS elements – this approach is the foundation of ISO 14001.

¹ Excluding mothballed facilities.

² Herein, significant cases of non-compliance with environmental requirements are characterised by the payment of fines exceeding USD 1 mln

¹ Here and further in the section, the data are indicated without taking into account Mykolaiv Alumina Refinery. Data are not disclosed due to the inability to collect data from the enterprise.

Environmental protection expenditures, regular environmental payments, and fines, USD ¹



Located in Armenia, RUSAL Armenal is the Company's only production facility operating in a water-scarce region. The Company makes every effort to manage water resources responsibly in this region.

In order to achieve the goals of the Sustainable Development Strategy, RUSAL is implementing the project "Closed water circulation within the main production processes". The Company plans.

- By 2027** Establish 100% closed-loop water recycling systems for the main production processes of the Company's enterprises
- By 2035** Ensure that the intensity of fresh water consumption from underground and surface sources is reduced by 20% per tonne of aluminium

RUSAL Case study
Risks in water use
ASI PS 7.2, ASI PS 7.1

SASB EM-MM-140a.1.

According to the Water Risk Map developed by the World Resources Institute (WRI), RUSAL has assets that are located in regions with a high level of water stress. Such assets include enterprises in Armenia and Italy, with only RUSAL Armenal operating a water intake; the Italian asset Eurallumina is mothballed. The 2022 share of water intake in water-scarce regions amounted to 1.0% of RUSAL's total water intake

Water resources

GRI 3-3, GRI 303-1, GRI 303-2, HKEX KPI A2.2, HKEX KPI A2.4, HKEX KPI A3.1, ASI PS 7.2

RUSAL's activities, like any other mining and processing companies, is impossible without the use of water resources, that's why rational water use is one of the Company's priorities in the field of environmental protection.

RUSAL's enterprises implement and use the best available technologies and advanced practices to reduce water intake and wastewater discharge. The Company also implements measures to solve the problem of changes in water body ecosystems. The Alumina Division accounts for the largest share of freshwater consumption (83% in 2022) due to the nature of its operations.

RUSAL is focused on using closed water cycle in its core production processes. Year after year, the Company works to increase the volume of recycled

water and also carries out regular inspections of water supply facilities to prevent leaks and other losses as part of industrial environmental control (IEC).

SASB EM-MM-140a.2

RUSAL withdraws water from various sources (water bodies², municipal or other water supply systems). In accordance with the legal requirements of the regions of responsibility, each of the Company's production enterprises has established water use standards and standards of negative impact on water bodies, taking into account their specific features, including hydrological, fishery and hydrochemical characteristics. No significant cases of non-compliance with water quality laws, rules and regulations were identified in 2022.

RUSAL does not expose local communities and the environment of the regions of responsibility to the risk of water scarcity. The Company affects water resources by abstracting and discharging water into water bodies.

Water withdrawal, sewage discharge and water consumption at RUSAL Armenal, thousand m³

GRI 303-3, GRI 303-4, GRI 303-5

Indicator		2020	2021	2022
Withdrawal	Surface water bodies	448.7	1,049.1	1,471.4
	Urban network	104.4	99.4	109.5
Consumption		297.0	1,121.3	1,580.9
incl. fresh water used for production		104.4	1,021.9	1,471.4
Discharge				
Treated		20.1	27.2	27.3

ASI PS 7.2

In 2020, the Company introduced an industrial closed-loop water recycling system at RUSAL Armenal but after its launch identified a number of operational

shortcomings that resulted in increased water intake and consumption. In 2022, RUSAL continued to address the deficiencies identified, with completion planned for 2023.

HKEX KPI A2.4, ASI PS 6.4.

¹ Total payments and expenditures may differ from the sums of the components due to rounding.
² Key surface water bodies from which water is withdrawn/to which effluents are discharged: the Iset, Turya, Chulym, Pyardomlya, Ryadan, Yenisei rivers in Russia (the Yenisei – only withdrawal); the Hrazdan river in Armenia; the Konkure river in Guinea.

HKEX KPI A2.4, ASI PS 6.4.

In 2022, there was no shortage of water resources required to meet production needs, and there were no cases of accidental discharges of pollutants into water bodies, which would have resulted in substantial damage for the Company (over USD 1 million). In 2022, there was no significant impact on water resources and risks associated with them at the Company's enterprises.

As part of its Sustainable Development Strategy and Environmental Policy and in order to prevent and minimise water risks, RUSAL is implementing the following key activities in the area of responsible water use:

Assessment, monitoring and control of impacts on water resources

Increase in the share of water reused and recirculated

Improvements in wastewater quality

RUSAL conducts an annual quantitative and qualitative assessment of its own impact on water resources in accordance with the Environmental Reporting Regulations. The assessment of indicators is carried out at all of the Company's enterprises covered by the Environmental Reporting Regulations.

The results of primary accounting, official statistical reporting and the results of industrial environmental control form the Company's consolidated reporting indicators. According to the results of the 2022 assessment, no significant negative impact of the Company on water bodies was observed.

Water management effectiveness

In the reporting year, the total volume of freshwater and seawater withdrawal increased by 3% compared to 2021. The volume of fresh water used for production purposes was 97.2 million cubic meters, which is 10% less compared to the same period of the previous year.

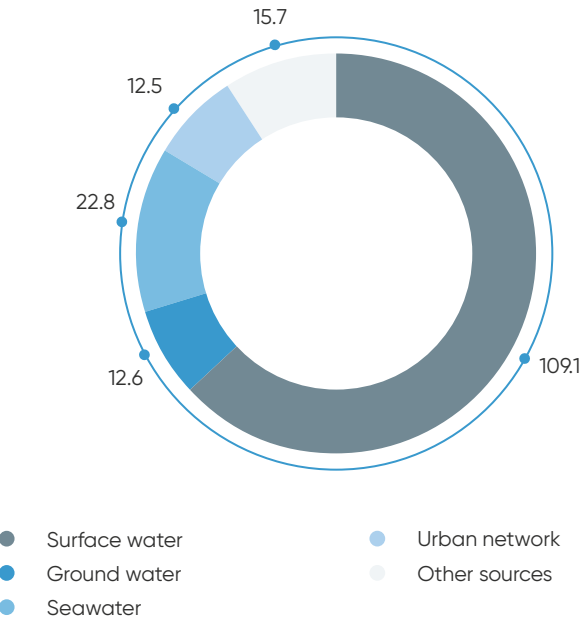
GRI 303-5, SASB EM-MM-140a.1., HKEX KPI A2.2

To assess water use efficiency, the Company calculates water withdrawal per tonne of alumina produced. In the reporting period, the amount was 29.0 m³/ton of alumina, an increase of 7.5 units compared to 2021.

Seawater intake in 2022 decreased slightly compared to 2021. Seawater was used exclusively at KUBAL for cooling the foundry and cleaning emissions.

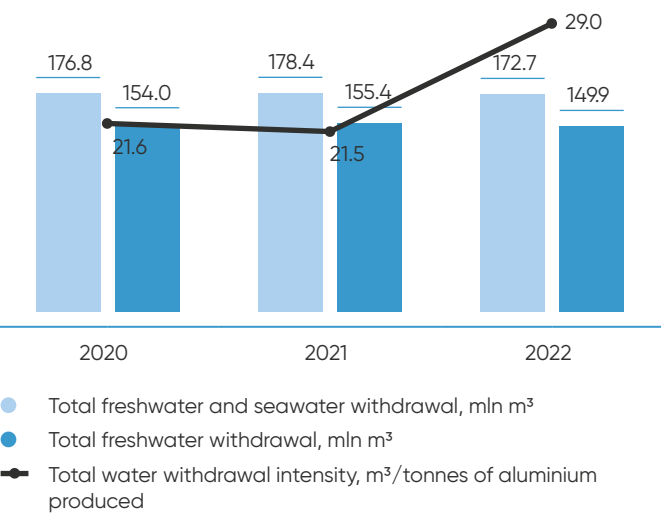
Water withdrawal by source², million m³

GRI 303-3, ASI PS 7.1, ASI 3.1.



Total water withdrawal and water withdrawal intensity

GRI 303-3, SASB EM-MM-140a.1.



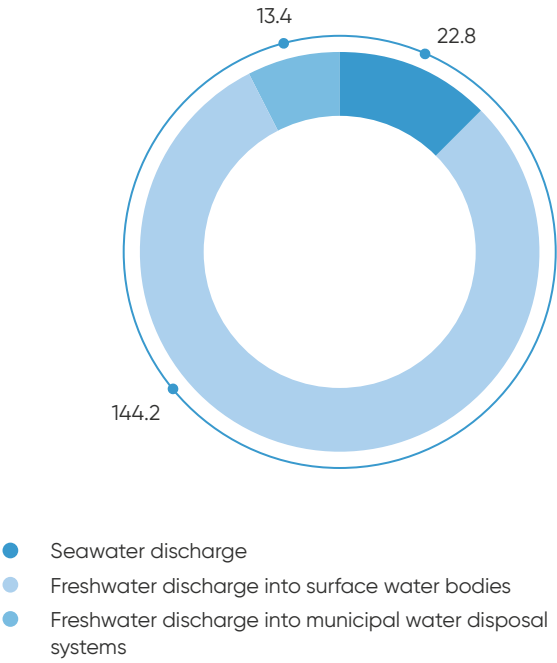
HKEX KPI A2.4

In 2022, the discharge of industrial wastewater into surface water bodies decreased by 11% compared to the previous year. Mostly, physical treatment methods are used to treat industrial effluents of the Company's enterprises. In 2022, RUSAL Kamensk-Uralsky began implementing a large-scale environmental project for the transition to a closed water circulation system in alumina production, which will significantly reduce discharge into natural reservoirs and save on water intake from the Volkovsky reservoir.

RUSAL plans to provide all main production processes with a closed-loop water supply system by 2027.

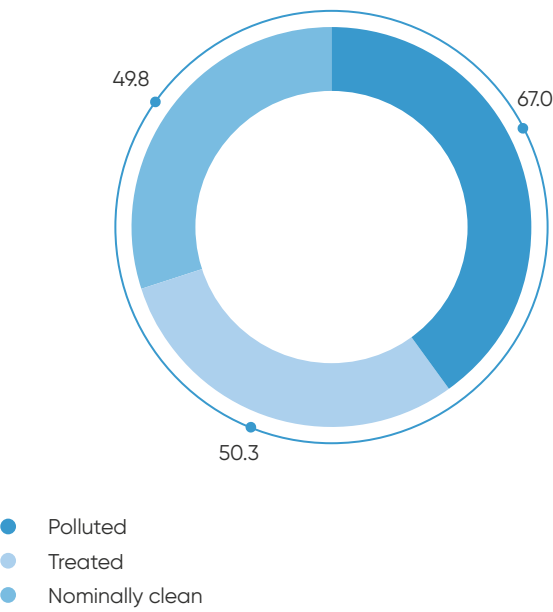
Total effluent discharge by type of destination, million m³

GRI 303-4



Freshwater and seawater discharge into water bodies by type million m³

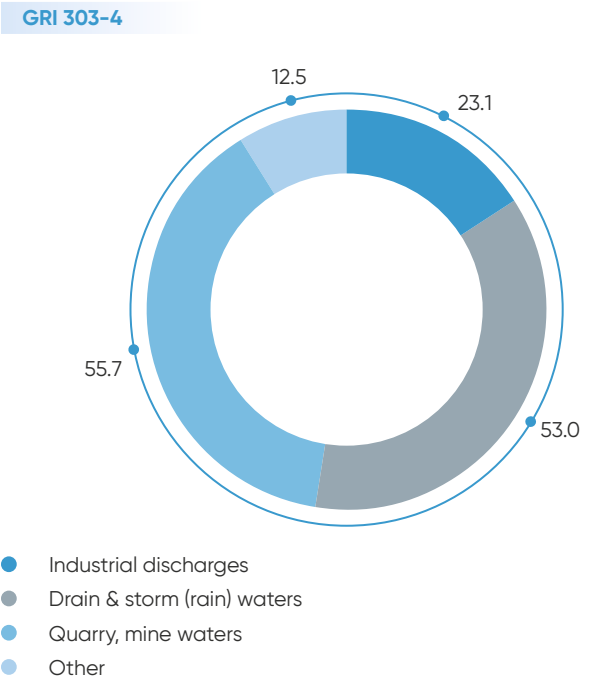
GRI 303-4



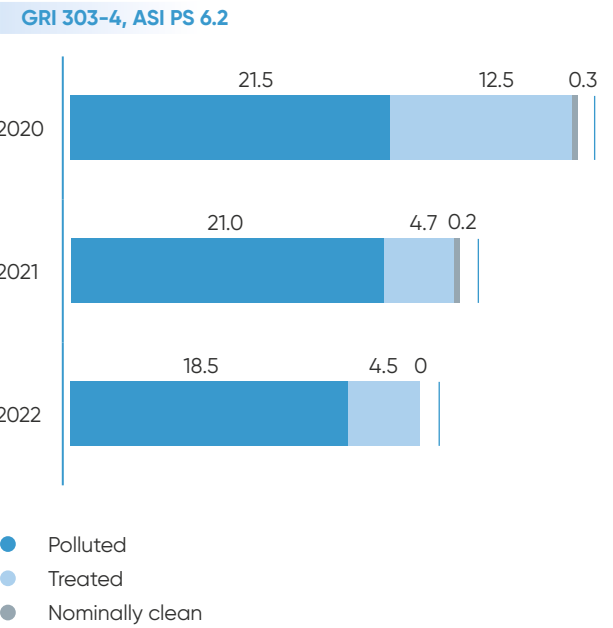
¹ Specific indicators in terms of water use are given per ton of alumina produced, since most of the water is used at alumina plants.

² Hereinafter, indicators related to water use are given based on the annual environmental reporting, which is formed using data of initial accounting of water-related indicators, industrial environmental control and statistical reporting of enterprises (Form 2-TP) in accordance with the relevant internal regulations. There are no water-related data for the Bauxite Company of Guyana, the Bauxite Company of Kindia (Guinea), and the Friguia Bauxite and Alumina Complex, which do not have water metering systems (there are no applicable local regulations for the system of monitoring and measuring water resources). The consolidated values of the Company include only data on the water withdrawal of the Friguia Bauxite and Alumina Complex.

Freshwater discharge in surface water bodies by category^{1,2}, million m³



Industrial discharges into surface water bodies by type, million m³



For more data on water, please see Appendix 2. Key sustainability data, p. 167.

Waste management

GRI 3-3, GRI 306-1, GRI 306-2, HKEX KPI A1.3, HKEX KPI A1.4, HKEX KPI A1.6, HKEX KPI A2.5, HKEX KPI A3.1, HKEX KPI B2.3, ASI PS 6.5, SASB EM-MM-150a.10

As a result of the activities of RUSAL enterprises, hazardous and non – hazardous³ waste is generated. The waste products of the Company's activities characteristic of the industry are specific non–hazardous wastes – red and nepheline sludge formed during the production of alumina after processing bauxite and nepheline ores, respectively, as well as spent coal lining of aluminium electrolyzers. Overburden rocks and red/nepheline sludge account for most of the total volume of waste generated (97% in 2022). The share of non-hazardous waste in the Company's waste generation structure (with the exception of overburden) is 94% in 2022.

The Company has its own waste disposal facilities and responsibly approaches their operation. The

Company's significant impact on the environment is associated with the generation of hazardous and non-hazardous waste and their disposal. RUSAL uses various mechanisms to minimize the negative impact of these objects on environmental components. The Company takes all necessary measures to ensure the safe operation of hydraulic structures designed to accommodate part of the waste generated, plans for the elimination of possible accidents have been developed for each such facility. As an indicator of the sufficiency of the measures taken – in 2022, as in previous years, there were no incidents with a negative impact on biosystems. The main areas of the Company's waste management activities are to reduce generation and increase the share of reused and recycled waste. An important aspect is also to ensure safe disposal of waste, that cannot be put to further work, at specialised facilities. As part of these activities, RUSAL has developed the 2030 Production Waste Management Strategy.

Safe waste disposal

Increased waste reuse and recycling, including for corporate needs

In order to achieve the goals of the Sustainable Development Strategy and the Production Waste Management Strategy, RUSAL implements the projects “Closed cycle with return of production and consumption waste” and “Safe operation of red mud disposal areas and facilities for placement of nonrecyclable waste”. The Company plans

Goals

By 2025

- safe disposal, reuse and recycling of industrial waste based on the technical capability and market needs
- full abandonment of equipment and removal of wastes containing polychlorinated biphenyls (PCBs)

By 2030

- ensure by 2030 a gradual reduction in the intensity of waste generation not subject to recycling and disposal by at least 10% per tonne of metal (compared to 2021)
- ensure that at least 15% of alumina waste and at least 95% of aluminium and silicon waste are recycled and disposed of

Measures to achieve the goals

Continuous development of advanced waste treatment methods at enterprises (application of certain types of waste in the construction of sludge storage tanks, dispatch of nepheline sludge to enterprises of the cement industry for use as raw materials)

Monitoring and control over the impact of own waste disposal facilities on environmental components

¹ In 2022, the total volume of freshwater discharge to the municipal water disposal systems was 13,4 million cubic metres.
² The changes in indicators compared to 2021 is associated with the adjustment of the approach to accounting for drain&storm (rain) , quarry and mine waters at JSC Severouralsky bauxite mine
³ In accordance with the legislation of the Russian Federation, hazardous wastes are - wastes I, II and III hazard classes (extremely dangerous, high- and moderately dangerous), and non-hazardous categories are wastes of classes IV and V (low and practically non-hazardous). Enterprises located in other countries determine the type of waste in accordance with the national classification.

RUSAL case study
Use of large-capacity by-products of alumina production
GRI 306-2

The Company's enterprises implement measures for the reuse and processing of sludge formed during the production of alumina, including sending these wastes to third-party organizations for subsequent use. In 2022, the total volume of RUSAL sludge formed amounted to 12 million tons, of which 0.9 million tons were involved in economic turnover.

Aughinish Alumina continued to participate in major research projects, such as:

- RemovAL project: reduction of soda content in sludge, use of a mixture of sludge and fly ash in road construction;
- ReActiv project: the use of sludge to produce new cement products with a low carbon footprint.

RUSAL sees its involvement as a secondary material resource in the fields of ferrous metallurgy, road construction and the production of building materials as a promising direction for the use of alumina sludge.

In 2023 and the medium term, the Company will continue to participate in initiatives to include sludge in the production cycle.

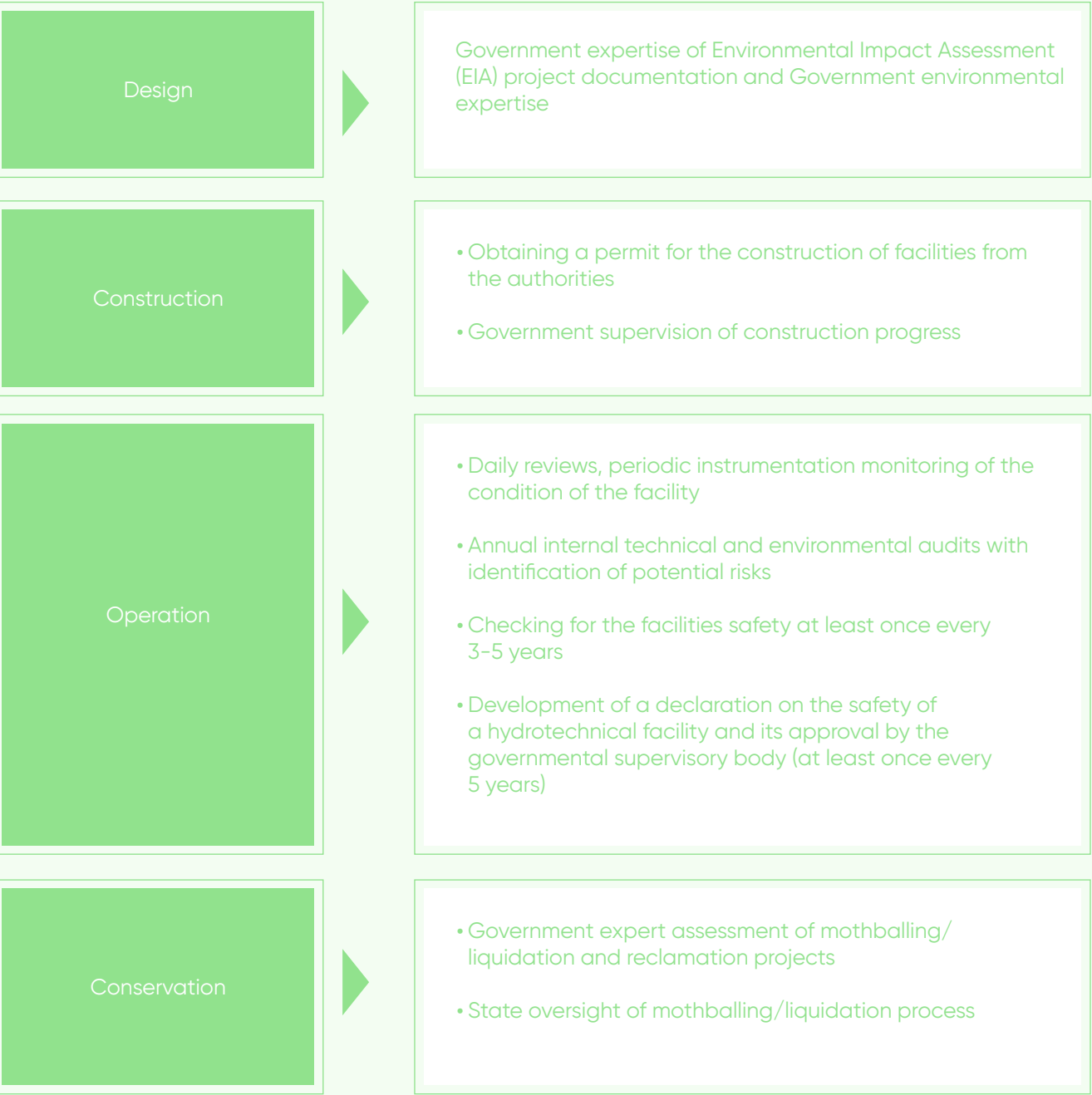
RUSAL enterprises that have their own waste disposal facilities, including sludge storage tanks, sludge dumps, ash dumps and industrial waste landfills, are implementing measures to ensure the safe disposal of industrial waste for preventing or minimising the negative impact on the environment. Monitoring and control of waste disposal facilities are carried out according to approved programs in accordance with environmental legislation. In 2022, there were no cases of waste disposal at unauthorised sites or with material violations of environmental requirements.



RUSAL case study
Operation of hydraulic structures designed for the disposal of some of the waste generated
HKEX KPI B2.3

RUSAL enterprises operate 28 sludge tanks and 5 ash dumps, which are hydrotechnical facilities, to dispose of their own waste.

In order to prevent accidents, internal (by the Company's specialists) and external (by government supervisory agencies and other independent organisations) monitoring and control over the condition of hydraulic engineering facilities are carried out at all stages of the life cycle of facilities – from design to mothballing/liquidation:



ASI PS 6.4.

No significant spills and related risks were recorded during the reporting period.

Waste management at the Company is performed in accordance with the legislative requirements. RUSAL's employees involved in waste collection, transportation, and disposal undergo mandatory training in waste management.

Waste management effectiveness

In 2021, the total amount of waste generated (excluding overburden) was 13.7 million tonnes, which is 12.2% less than the same figure for the previous

year. This was due to reduced generation of red and nepheline sludge at alumina refineries, which depends, among other things, on the quality of incoming raw materials.

GRI MM3

The majority of waste generated is non-hazardous. In the reporting period, the share of hazardous wastes in the total amount of waste generated (excluding overburden) was 6.1%. The volume of overburden was 49 million tonnes, which is 29% lower compared to the previous year, as a result of a decrease in the dynamics of mining development.

Safe management of industrial waste was also ensured in 2022.

Total volume of waste generation by type of waste¹, million tonnes

GRI 306-3, SASB EM-MM-150a.4., SASB EM-MM-150a.5., SASB EM-MM-150a.7, HKEX KPI A1.3, HKEX KPI A1.4, ASI 6.5 API

Type of waste	2020	2021	2022
Hazardous waste	0.8	0.7	0.8
Non-hazardous waste, including	72.9	83.5	62.0
overburden rock	57.0	68.6	49.0
red/nepheline sludge	14.4	14.1	12.0
other non-hazardous waste	1.5	0.8	1.0
Total volume of waste	73.2	84.2	62.8
Total volume of waste, excluding overburden	16.2	15.6	13.8
Total volume of waste, excluding overburden and red/nepheline sludge	1.8	1.5	1.8

Waste management by operation and type of waste², million tonnes

GRI 306-4, GRI 306-5, ASI PS 6.5, SASB EM-MM-150a.8.

Type of operation	Hazardous waste	Overburden	Non-hazardous waste, excl. overburden
Total volume of waste disposed of, including	0.02	47.9	11.3
landfilling on-site	0.01	20.0	2.7

¹ Hereinafter in the "Waste Management Effectiveness" subsection of the "Waste management" section, data for deposits located in Guyana (Bauxite Company of Guyana) and Guinea (Bauxite Company of Kindia and Dian-Dian), which may be relevant to consolidated indicators of overburden generation and management, are excluded due to the lack of measurement systems and relevant requirements in national legislation.

² A certain portion of the following wastes, which are the most significant for the Company's production activity, is sent for landfilling at its own facilities: overburden from the mining of bauxite, nepheline; red/nepheline sludge from alumina and hydrate production; spent carbon and refractory pot linings from primary aluminium production by electrolysis; spent foundry refractory lining; carbon-containing waste, spent refractory lining (from green anode baking furnaces) from anode and anode past production. Some share of that waste (excluding overburden from bauxite and nepheline mining), as well as part of such wastes as carbon-containing waste (coal foam) from primary aluminium production by electrolysis, dross from alloy production, other overburden (e.g. from the mining of limestone) are sent to third-party organisations for recycling.

Type of operation	Hazardous waste	Overburden	Non-hazardous waste, excl. overburden
accumulation on-site	0.01	27.8	8.6
landfilling off-site	0.01	-	0.03
Total reused and recycled wastes, including	0.81	1.1	1.6
at the production site	0.8	0.21	0.6
third parties	0.04	0.85	1.0

RUSAL case study

Construction of a modern sludge field map at the Urals Aluminium Smelter

In 2022, RUSAL completed construction of pit at sludge field No. 4 at the Urals Aluminium Smelter. The new facility meets the international safety and environmental requirements, with possibility of the liquid sludge phase entering the soil and groundwater eliminated, dusting prevention measures will be used.

The project has been designed until 2057, and two more pits will be built at the sludge disposal site No. 4. The construction of pit No. 2 is scheduled to begin in 2023. The amount of investments in the reporting period exceeded two billion roubles, and overall investments will total 10 billion roubles.

In 2022, RUSAL continued cooperation with the Administration of Highways in Krasnoyarsk Territory on the use of nepheline sludge in road construction outside settlements. As part of its cooperation, the Company also performs R&D work on "Testing and implementation universal technology for the installation of unshaped materials".

Dross was generated in the amount of 34,600 tonnes (with 33,400 tonnes sent to be reused and recycled).

ASI PS 6.8



For more data on waste generation and management, please see Appendix 2. Key sustainability data, p. 169.

HKEX KPI A2.5

Packaging materials for finished products are mainly used by the enterprises of the Downstream Division. Their volume in the total consumption of raw materials/ materials involved in production and packaging is insignificant.

ASI PS 6.6

12 million tonnes of red/nepheline sludge were generated in 2022 (with 0.9 million tonnes sent to be reused and recycled).

ASI PS 6.7

Total spent carbon pot lining generated was 35,000 tonnes (with 24,000 tonnes sent to be reused and recycled).

Air emissions

GRI 3-3, SASB EM-MM-120a.1, HKEX KPI A1.1, HKEX KPI A1.5, HKEX KPI A3.1, ASI PS 6.1, ASI PS 3.1

HKEX KPI A1.5

Reducing air pollution is one of RUSAL's main priorities in the field of environmental protection, which is reflected in the Company's Environmental Policy. RUSAL implements measures aimed at reducing emissions into the atmosphere, organizing and conducting air quality monitoring, and contribution to the achievement the goals of Clean Air project.

In order to achieve the goals of the Sustainable Development Strategy, RUSAL is implementing the project "Standard quality of atmosphere air". The Company plans

Using automatic monitoring systems and mobile emission control stations

Using state-of-the-art gas treatment facilities

Pursuing R&D activities and implementing their results

Applying the EcoSöderberg technology

Upgrading aluminium smelters

By 2027

to reduce above-limit air emissions by 100%

By 2035

provide a significant reduction in emissions of pollutants per ton of aluminum, including total fluorides by 25%

The gas treatment plants of the Company's enterprises make it possible to capture substances and return them to the production cycle: for example, at aluminium enterprises, captured gaseous and solid fluorides are captured and returned to the cycle RUSAL enterprises ensure the minimization of emissions through timely maintenance and repair of existing equipment and the introduction of modern gas cleaning equipment as part of the modernization of production. The impact on the natural environment and the local community exerted by RUSAL enterprises in terms of emissions of pollutants is minimal.

ASI PS 6.4

In 2022, no significant accidental emissions and associated risks were recorded.

The main part of the emissions of pollutants into the atmosphere (68% or 245.3 thousand tons) is carbon monoxide. Sulphur dioxide emissions increased from 40.1 thousand tons in 2020 to 45.1 thousand tons in 2021. Over the past three years, the total amount of emissions into the atmosphere has increased due to the growth of production at all sites of the Company and the inclusion in the Report of the indicators of the Pikalevsky alumina plant and the Taishet anode factory.

Emissions of pollutants into the atmosphere^{1 2}, thousand tonnes

GRI 305-7, HKEX KPI A1.1, ASI PS 6.1, SASB EM-MM-120a.1

Pollutant	2020	2021	2022
Carbon oxide (CO)	238.7	245.3	245.4
PM (except Fsolid, tarry substances, B(a)P)	36.3	35.9	36.0
Sulphur dioxide (SO ₂)	40.1	45.2	44.3
Sum of nitric oxides as nitrogen dioxide (NO ₂)	20.1	22.7	19.9
Total fluoride (gaseous and solid fluoride)	6.4	6.0	5.6
Volatile organic compounds (VOCs)	1.5	1.2	0.9
Benzo(a)pyrene	0.0041	0.0038	0.0036
Other emissions	9.3	10	10.3
Total	352.4	368.9	362.4

Aluminium production enterprises is the main source of RUSAL's emissions into the atmosphere. The electrolysis production of aluminium enterprises accounted for 76% of all pollutant emissions, excluding greenhouse gases.

The impact of RUSAL's initiatives will be tangible in the medium term (until 2024).

Emissions of pollutants into the atmosphere by divisions, thousand

GRI 305-7, HKEX KPI A1.1, ASI PS 6.1, SASB EM-MM-120a.1

Pollutants	Aluminium Division	Alumina Division	Downstream Division	Directorate for New Projects	BoAZ
Carbon Monoxide (CO)	214.1	8.8	0.5	1.3	20.8
PM (except Fsolid, tarry substances, B(a)P)	12.9	18.7	0.1	3.9	0.3
Sulphur dioxide (SO2)	29.8	10.3	0.1	0.2	4.0
Sum of nitric oxides as nitrogen dioxide (NO2)	2.8	16.3	0.1	0.5	0.2
Total fluoride (gaseous and solid fluoride)	5.5	0.00003	0.0041	-	0.1
Volatile organic compounds (VOCs)	0.3	0.3	0.3	0	0
Benzo(a)pyrene	0.00353	0.00009	-	-	-
Other emissions	2.8	7.5	0.031	0.002	0.003
Total	268.0	61.8	1.2	6.0	25.4

1 The Company uses methodologies for calculating emissions established by Russian legislation.
2 Hereinafter in the Environmental protection – Air emissions section data on the Fria bauxite-alumina complex (Guinea), which may be material for the consolidated indicators, are presented separately due to the lack of measurement systems and relevant requirements in the national legislation. As evaluated based on fuel consumption data, SO₂ emissions are estimated at 3,85 tons.

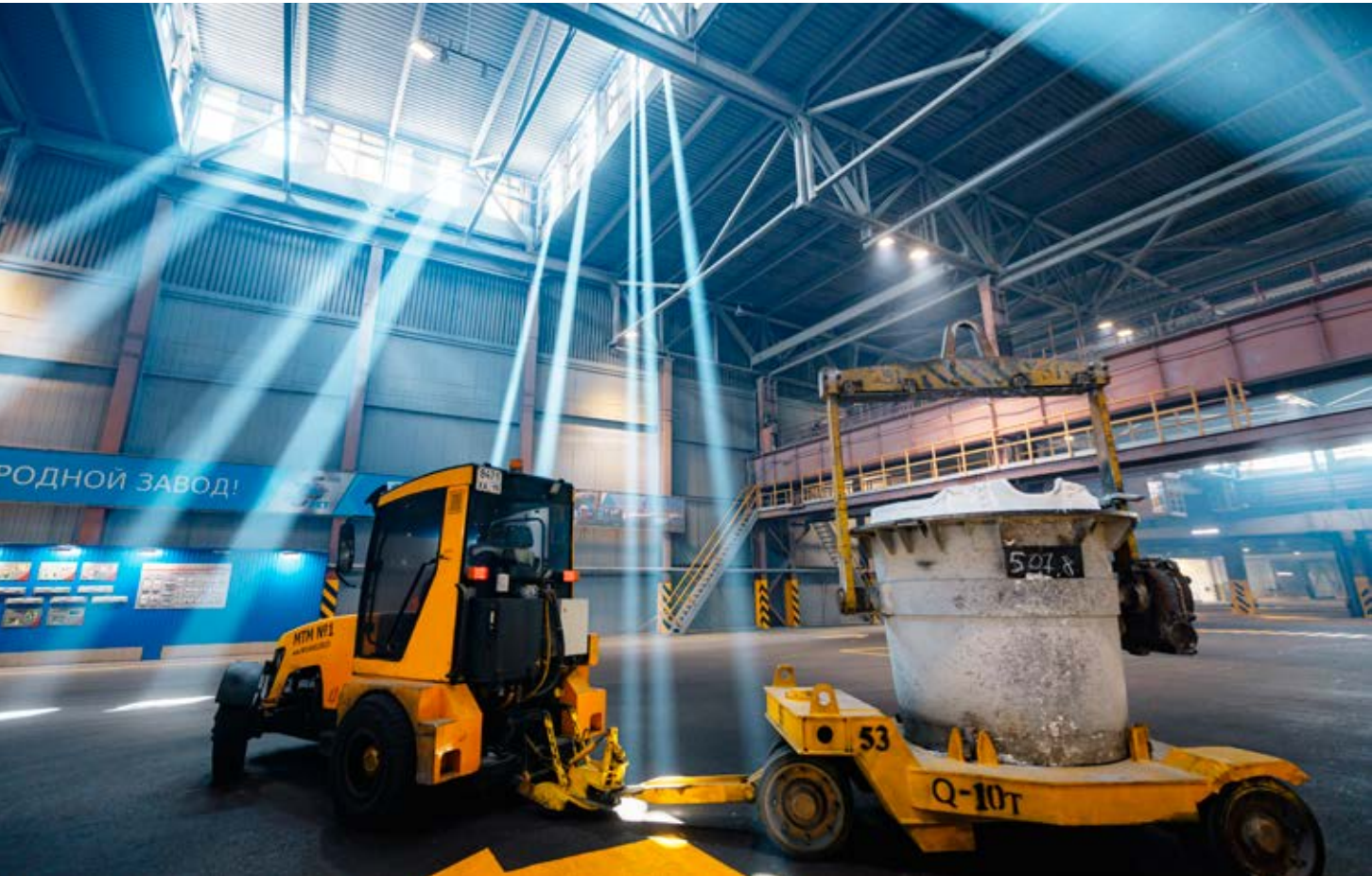
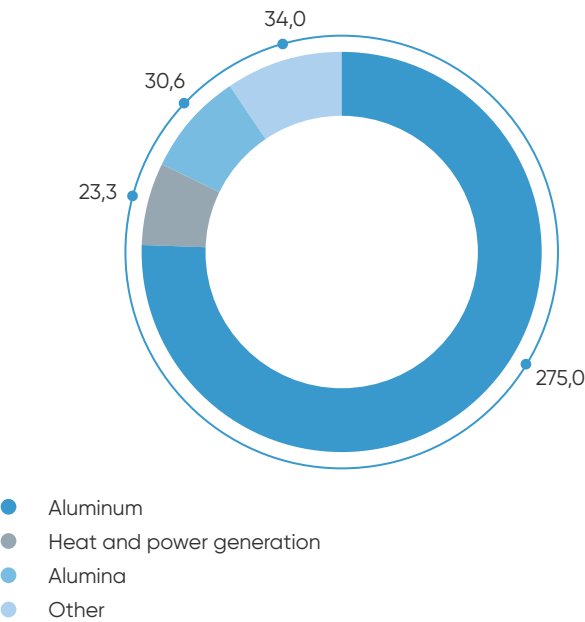
Environmental modernisation of plants in Bratsk, Shelekhov, Krasnoyarsk, and Novokuznetsk was continued in 2022. This upgrade is designed to bring the baked anode technology to the facilities. The installation of electrolyzers with the state-of-the-art and environmentally friendly technology will make it possible to reduce the smelters' impact on the environment.

In 2022, an expert assessment of environmental modernisation projects for aluminium smelters was obtained to ensure compliance with the best available technologies. The government environmental expert assessment gave positive opinions of all the projects. In 2023, the projects must pass the Main state examination.

It is estimated that the introduction of anode pre-baked technology will significantly reduce the impact of aluminium plants on the environment. With the same volume of production, electricity consumption will decrease by 16.5%, fluoride emissions will decrease by 73%, and the emission of benz(a)pyrene will be completely eliminated (reduced by 100%).

For data on air pollutant emissions intensity, please see Appendix 2. Key sustainability data, p. 170.

Air emissions by types of production, thousand tonnes



RUSAL case study
Ecological Søderberg

The Company continues successful implementation of EcoSøderberg technology at the Bratsk, Shelekhov, Novokuznetsk, and Volgograd Aluminium Smelters. This technology is one of the Company's key enterprise modernisation projects developed by RUSAL's Engineering and Technology Centre. It provides improved afterburning of the anode gas and the tightness of the electrolysis itself.

In 2022, the modernisation of electrolyzers with the transfer to EcoSøderberg technology at BrAZ, NkAZ, IrkAZ and VgAZ continued. In total, 1,399 electrolyzers were transferred to EcoSøderberg, of which 402 in the reporting period.

RUSAL case study
Implementation of the Clean Air Federal Project

In the reporting period, RUSAL implemented a set of measures aimed at ensuring an acceptable level of emission quotas for the Company's Russian enterprises while maintaining the list of quota cities within the framework of the Clean Air Federal Project in line with the procedure established by the Decree of the Government of the Russian Federation dated 07.07.2022 No. 1852-r:

- the proposals of the Krasnoyarsk Aluminium Plant, Bratsk Aluminium Plant and Novokuznetsk Aluminium Plant for the activities of the integrated plans of Krasnoyarsk, Bratsk and Novokuznetsk have been accepted.
- modelling of possible emission quotas for the Achinsk alumina Plant, Irkutsk Aluminum Plant and JSC Silicon was carried out in order to assess possible obligations to reduce emissions of pollutants from the cities of Achinsk and Shelekhov and prepare proposals for integrated plans of these cities;

RUSAL case study
Voluntary report on the Company's participation in the Clean Air Federal Project

In 2022 RUSAL prepared and presented to the public its first special voluntary report on the Company's participation in the implementation of the Clean Air Federal Project, reflecting the results of the Company's activities in this area for previous periods, starting from 2019. Report reflected information on the progress and results achieved by all projects and programs implemented by RUSAL to achieve the goals of the Clean Air Federal Project in accordance with comprehensive plans to improve environmental efficiency, including the amount of investments and funds spent.

RUSAL's approach has a positive effect on evolving an effective multilateral environmental dialogue between businesses and the government, the volunteers, and the public.

Land resources



GRI 3-3, HKEX KPI A3.1 GRI MM1

RUSAL is aware of responsibility for the condition of land where it operates. In the framework of sustainability ensuring RUSAL provides the reclamation of land after ending of operational activities and waste disposal.

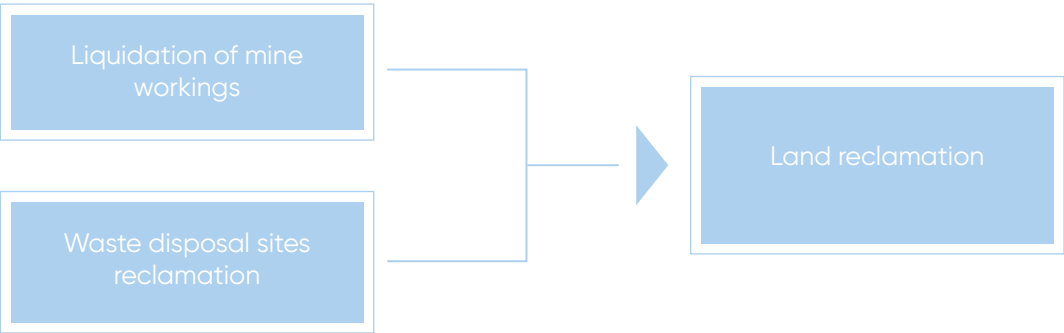
Rehabilitation of the damaged lands is one of the main directions of the Environmental Policy of RUSAL implementation. The Company's mining activities have the most significant impact on the land resources. In this activity, the integrity of the landscape is mainly violated. Industrial sites, roads and quarries reduce areas of overgrowth and disturb the natural habitats of animals.

RUSAL provides financial guarantees for performance of obligations to reclaim lands. In the land restoration processes, the Company adheres to the uniform requirements and approaches, as well as the corporate uniform rules for assessing obligations in facilities decommissioning and environment restoration.

In 2022, 49 million tonnes of overburden were generated as a result of the Company's activities, mainly by the Alumina Division (81%). 47,9 million tonnes of overburden rock (98%) were placed in dumps.

GRI MM3

In 2022, 45 hectares of land were disturbed. 77 hectares were rehabilitated. Compared to 2021, the area under reclamation decreased.



In 2022, the land reclamation coefficient² for RUSAL amounted to 171%. The rehabilitation measures are continued at Windalco (Jamaica), where the disturbed land is leveled out and replanted, with 40.21 hectares

already restored, and also in Achinsk (30.2 hectares), and in Guinea at CBK (10 hectares), and at COBAD (27 hectares).

Total volume of disturbed and rehabilitated land, hectares

GRI MM1¹

In 2022, 45 hectares of land were disturbed. 77 hectares were rehabilitated. Compared to 2021, the area under reclamation decreased.

	2020	2021	2022
Total area of disturbed land in the reporting year	1,563	245	45
Total area of rehabilitated land in the reporting year	48	107	77

Total volume of disturbed and rehabilitated land, hectares

	2020	2021	2022
Total area of disturbed, but not yet rehabilitated land as at 31 December of the reporting year	8,257	10,433	12,072

RUSAL case study

Achieving the Company's goals in land reclamation

To fulfil all the obligations regarding the disturbed lands, the Company has set specific goals. It is necessary to clarify the obligations in restoration of mine workings and waste disposal facilities after their decommissioning and to develop a programme of measures for each facility. In the reporting period, RUSAL achieved all these goals and added the action plans into the electronic document management system.

RUSAL case study

Participation in the Russian demolition forum

The site restoration project at Achinsk Alumina Refinery was the winner in the "ESG Environmental Protection" nomination at the third Russian demolition forum "RDF 2022".

In 2019–2021, Achinsk Alumina Refinery implemented a reclamation project on the territory adjacent to sludge map No. 2 with total area of 302,000 m². The work was performed in three stages:

- 1) Alignment of the relief using bulldozer;
- 2) Plowing of the territory with loosening;
- 3) Consistent application of a potentially fertile soil layer on the surface.

¹ The difference between the indicators at the start and at the end of the reporting year is explained by the inclusion of the Pikalevsky alumina refinery in the reporting perimeter.
² The reclamation coefficient is calculated as the quotient of the rehabilitated land area divided by the disturbed land area in the same reporting period.

The alumina refinery in Aughinish (Ireland) has developed an approach to the reclamation of sludge fields. Gypsum, sand and bauxite balances are mixed with compost. Then this fertile layer is sown with plants growing in Ireland which attract local animals.

In 2022, the cost of facilities decommissioning and land restoration amounted to USD 998 thousand dollars.

There were no overdue debts to rehabilitate the lands in the reporting period. In 2022, RUSAL developed the Facilities decommissioning and land reclamation policy; its approval is planned in 2023. The policy outlines RUSAL's obligations during planning, decommissioning, reclamation, and further monitoring.

Biodiversity

GRI 3-3, GRI 304-1, GRI 304-2, GRI 304-3, ASI PS 8.2, ASI PS 8.4, SASB EM-MM-160a.1, HKEX KPI A3.1

RUSAL commits to minimise the negative impact of its activities in the areas where the Company operates on biodiversity and implement the best available practices to that end.

RUSAL mainly affects the biodiversity by landscape integrity disruptions from industrial facilities. Industrial sites, roads, and mines reduce the area covered by plants, which changes the natural habitat conditions for animals.

RUSAL constantly implements the best practices to conserve biodiversity; the Company participates in the ASI's Biodiversity & Ecosystem Services Working Group and in the working group on business and biodiversity conservation of Russia's Ministry of Natural Resources and Environment.

To achieve the Sustainability strategy goals, RUSAL implements the project "Biodiversity conservation and enhancement of ecosystem services".

The Company plans to:

By 2035

ensure a holistic approach to biodiversity conservation and priority ecosystem services maintenance by embedding in-house biodiversity conservation and ecosystem service quality programmes at the company's production sites

In pursing biodiversity conservation, the Company is guided by the local regulatory requirements and the Provision of primary risk and biodiversity impact materiality evaluation for the operating facilities. And according to the Company's Environmental Policy, the disturbed land rehabilitation and the biodiversity conservation support are the main lines of RUSAL's environmental protection activities.

In order to achieve the greatest success in this area, the Company plans to continue cooperation with research institutes and non-profit organisations. To assess the effectiveness of the measures taken, RUSAL will conduct studies in cooperation with experts. The measures can include methodological, research and practical work on monitoring, maintaining, restoration, compensation and assessment of the biodiversity condition, ecosystem services, and assessment of the measures effectiveness.

According to the Biodiversity conservation policy RUSAL plans to determine the materiality of risks to biodiversity in several areas:

- Pollution;
- Using natural resources;
- Habitats transformation;
- Introduction of alien species.

GRI MM2, ASI PS 8.2

With its Sustainability Strategy, RUSAL strives to ensure the holistic approach to biodiversity conservation and restoration by 2035. If any significant risk is identified, the Company is obliged to develop and implement the mitigation measures, with due regard to the hierarchy of potential impact mitigation measures: prevention or mitigation of negative consequences, their recovery or compensation. RUSAL strives for zero loss of natural biodiversity and preventing invasion by alien species.

GRI 3-3, ASI PS 8.1

RUSAL aims to prepare the programs of biodiversity conservation and the priority ecosystem services, in the current time RUSAL has a procedure of biodiversity risks for the Company's enterprises assessment. In 2022, no significant risks were identified.

GRI 304-1, GRI 304-4, ASI PS 8.1, ASI PS 8.4, SASB EM-MM-160a.3

No activities of the Company, including mining, are pursued within any UNESCO World Heritage Sites and in other areas of high biodiversity value. There are no species with the threatened status in the territories where RUSAL operates (including mining areas). The Company makes effort to conserve specially protected natural habitats. The Company does not take account of species from the IUCN Red List or from the Russian Red Data Book because these species were not identified at the Company's production sites.

SASB EM-MM-160a.1 GRI 304-2

The projects implemented by RUSAL, such as land reclamation, minimisation of air emissions, and organization of closed-cycle water supply systems, help to mitigate the negative impact on biodiversity.

GRI 3-3 GRI 304-3, SASB EM-MM-160a.1

The Company's initiatives pursued with the support of the Specially Protected Natural Areas of Russia data and analysis system are intended to conserve and preserve biodiversity. RUSAL implements the following projects:

Green Wave

This environmental marathon which includes grant contest and volunteer campaigns in landscaping and greenspace expansion has been held since 2017. Representatives of municipal and non-profit organisations, as well as corporate volunteers may participate in the contest. In 2022, more than 2,700 bushes and trees were planted under the grant contest and campaigns in 13 cities.

Green Million

The Company's main objective for this initiative is to increase of the volumes of greenhouse gas sequestering by the green areas in the regions of presence. To achieve this result, RUSAL plants trees caring out the gardening and protecting the biodiversity.

RUSAL case study
Biodiversity Conservation Policy

In 2022, RUSAL's Board of Directors approved the Biodiversity Conservation Policy. This policy applies across the Company's entire supply chain. Guided by this document, the Company arranges for measures to conserve and restore biodiversity. The primary principles of RUSAL's operations include contemporary approach to biodiversity management, contribution to biodiversity conservation efforts in the areas of operations, and increasing awareness. The policy also covers the Company's obligations to report the results of its activities and the partnership development and interactions.

River Day

The project started in 2011 on Yenisei river in Krasnoyarsk and Sayanogorsk, in 2022, it was carried out in 13 cities, where 1,617 volunteers collected 31 tons of waste from the coasts of water bodies. It includes a multitude of activities, such as releasing valuable juvenile fish into the river (sturgeon and grayling). Volunteer teams hold clean-up events, environmental quests and related activities (master classes and lectures on environmental topics) on the coast. In 2023, more than 23 thousand fishes will be released into the Chulym river in Krasnoyarsk Region.

Reforestation measures

Reforestation is one of the most notable lines of RUSAL's work to preserve and conserve biodiversity. In 2019 and 2020, the Company planted more than 1.1 million pine seedlings in the Irkutsk Region on an area exceeding 520 hectares. In addition to planting new trees, RUSAL also monitors and manages those forests for five years, which is necessary to ensure that natural biodiversity starts developing. Forest management efforts were taken in 2022 and will be continued in 2023. In the reporting period, 1,305,320 pine seedlings were planted on a total area of 363.2 hectares in the Komi Republic.

Aviation forest protection

The project aims to cover 505 thousand hectares of forest with air patrols to prevent fires. The fires are suppressed as necessary. The work on aviation forest protection includes equipment procurement, equipping the paratroopers, hiring and educating employees. This climate project has been recognized by the expert community as one of the most effective in the Russian market, since it also provides for the acquisition of about 440,000 tons of carbon dioxide per year.

GRI 304-3, GRI 304-4, SASB EM-MM-160a.1

In addition to participating in biodiversity preservation and conservation projects, the Company also monitors and assesses impacts of its own operations on biodiversity. Particular attention is paid to the SPNAs (the Shushensky Bor National Park, the Khakassky Reserve, the Sayano-Shushensky Reserve, the Pozarym

Reserve). The monitoring covers populations of rare and extinct species of flora and fauna, assessment of environmental pollution and health in areas of responsibility. The recreational burden on the surrounding area is also studied. In the Altai-Sayan ecoregion, the Company implements measures to protect stone pine forests

Other remarkable projects of RUSAL are:

Monitoring of snow leopard habitat and population, coordination of safety measures for this animal. In 2022, six leopards (four males and two females) were constantly registered. Two transit animals were also noted. The measures implemented by the Company proved effective, which is further demonstrated by the birth of three leopard cubs during the reporting period.

Ichthyological and hydrobiological projects on the Vym and Vorykva rivers and the Cherny stream. The projects were launched in 2000. They are relevant for the ecosystems as such work enables controlling water biological resources and monitoring surface water quality. According to the monitoring results, no intensive technogenic pollution was identified in 2022.

Biodiversity studies in the "Krasnoyarskie stolby" national park. Despite more than 100 years of observation on the territory of the national park, in 2022, the experts found 10 new zooplankton species (rotifers and copepods) and a small bird, booted warbler (*Iduna caligata*) which was registered for the first time. Over all the years of the joint project implementation, 16 new for the park fauna species of vascular plants were identified.

The Aughinish facility joined the All-Ireland Pollinator Plan (AIPP). In 2022, the Company studied the lowland meadows and had the insects observed. The winter population of the territory's birds was calculated, and the previously unseen in that region pale-bellied brant geese (*Branta bernicla hrota*) were registered. The shelters for hedgehogs, bats, and birds are arranged. The Company plants trees and combats weed plants. The Company works with the National Biodiversity Centre. The SPNAs are located in close proximity to the facility, that is why RUSAL developed a programme of practical measures to monitor and conserve this territory. The results of activities are published on the Ireland's Government website (EPA).

ASI PS 8.6

In 2022, no significant risks of biodiversity loss were identified. The Company's land use and other activities made no significant impact on biodiversity.

ASI PS 8.1

The amount of 2022 biodiversity-related expenditures is presented in the table below by lines of work:

Line of work	Cost, thousand USD
Land reclamation and landscaping	1,082
Monitoring and conservation of biodiversity: experts work and equipment	146
Total	1,229

3.2. Climate change and energy

2022 highlights

by 12.5% direct specific greenhouse gas emissions¹ compared to 2014

by 4.1% average specific electric power consumption² compared to 2011

Material topics

Climate change

Low-carbon production

Contribution to UN SDGs



Our approach to TCFD disclosure

HKEX Para 13 GRI 3-3, ASI PS 3.1, TCFD

In line with the obligations assumed in 2020, RUSAL discloses the climate-related information following the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). The Company has also completed the quantitative assessment and analysis of climate risks. Based on the results of that assessment, RUSAL develops measures to mitigate risks should they manifest and identifies the related opportunities. These measures help to increase transparency of the Company's operations and facilitate stakeholder engagement.

1 At aluminium smelters.
2 At aluminium smelters.

Internal documents

- RUSAL Methodology for determining direct greenhouse gas emissions in primary aluminium production
- RUSAL Methodology for determining direct greenhouse gas emissions in alumina production
- RUSAL methodological guidelines on quantitatively estimating greenhouse gas emissions from the production of electric power supplied from the Russian energy system

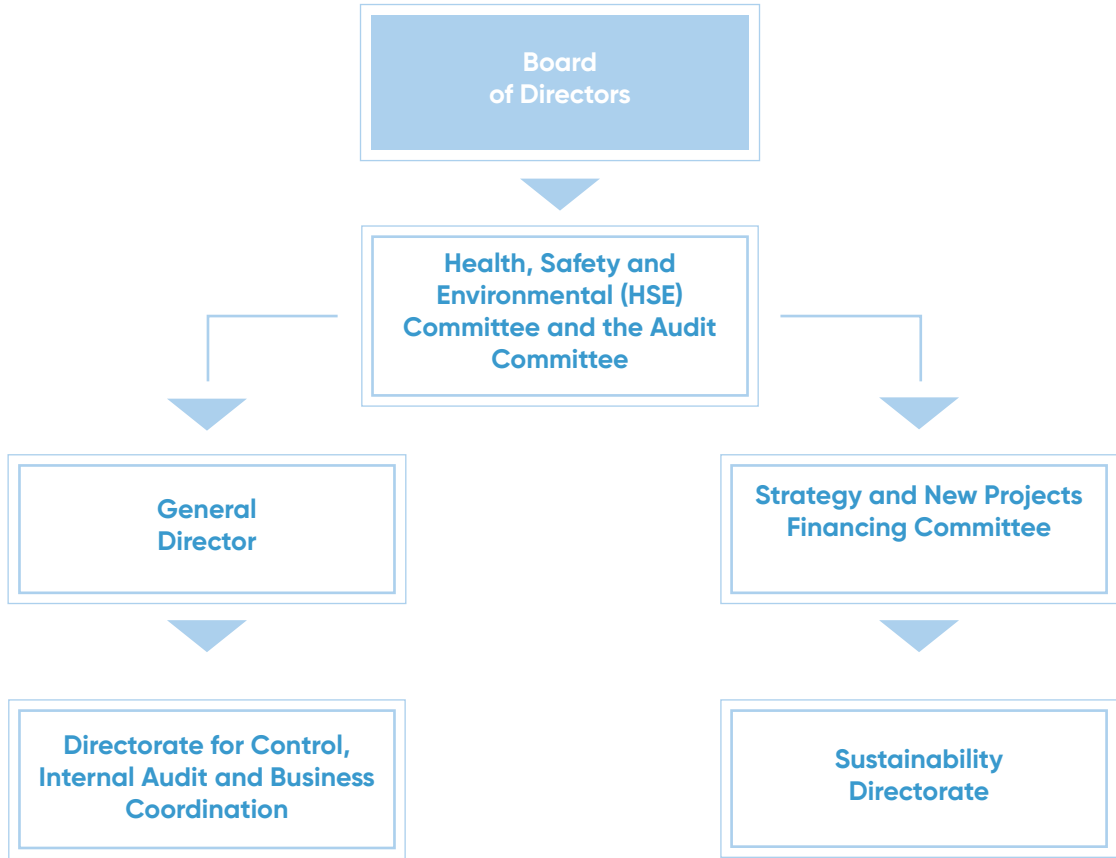
Climate-related information

Governance	RUSAL's Board of Directors is responsible for climate-related activities and management of related consequences. The Board receives recommendations regarding climate change and risk management from the committees and the General Director, who is responsible for the climate strategy implementation and evaluation of progress in achieving the climate goals. The General Director is also in charge of launching new climate-related projects. Apart from developing recommendations for the Board, the committees also analyse and control climate risk management.
Strategy	RUSAL has been implementing its climate strategy since 2007. The pillars of reducing greenhouse gas emissions are increasing energy efficiency, producing aluminium with low carbon footprint, and partnering for effective climate-related issues solutions. In 2022, the Board of Directors approved the updated climate strategy up to 2032 with a vision to 2050.
Risk management	To compare corporate climate metrics with the competitors, the Company participates in ESG benchmarking and rankings. RUSAL also surveys its clients for feedback. These actions enable the Company to identify areas that require further improvements, evaluate risks, and develop mitigation measures.
Goals and metrics	The updated climate strategy approved by the Company sets the target to reduce emissions in the basic scenario by 25% by 2032 and by 47% by 2050 through implementing state-of-the-art electrolysis technology, programmes to improve energy efficiency, facility transition to carbon net zero energy sources, and expanding secondary aluminium usage.

RUSAL honours all the En+ Group's climate commitments.

Governance

Management of the climate-related issues



RUSAL's allocation of responsibility on climate change issues

Responsibility	Description
Board of Directors	<ul style="list-style-type: none">• Develops and approves climate-related targets and strategy• Analyses the risk profile and study results related to climate change issues• Monitors progress on climate goals and tasks• Oversees implementation of corporate ESG-policies• Assesses climate risks and opportunities
Health, Safety and Environmental (HSE) Committee	<ul style="list-style-type: none">• Performs preliminary analysis of climate-related issues, prepares recommendations for the Board of Directors• Analyses effectiveness and controls over climate and environmental risks
General Director	<ul style="list-style-type: none">• Supervises the climate strategy implementation• Oversees the climate policy implementation• Monitors progress in achieving the Company's goals• Launches climate projects and analyses their progress• Prepares recommendations for the Board on climate-related issues
Directorate for Control, Internal Audit and Business Coordination	<ul style="list-style-type: none">• Ensures the effectiveness and efficiency of risk control and mitigation measures• Regularly notifies the Board of Directors on risk mitigation measures• Analyses the risk dynamics

In 2022, the Board of Directors held several meetings, including those on climate change matters, and, as a result, approved the updated climate strategy up to 2050. One of the meetings was devoted to the released CDP report. In that document, the Company disclosed information about executives in charge of the climate changes issues, described the risk analysis and identification process in detail, highlighted

relevant risks, and explained consequences of their materialisation. The report also covered the climate-related opportunities for the Company, its climate strategy, estimated volumes of emissions reduction as a result of implementing the Company's initiatives, methodologies to calculate volume of GHG emissions, and energy consumption.

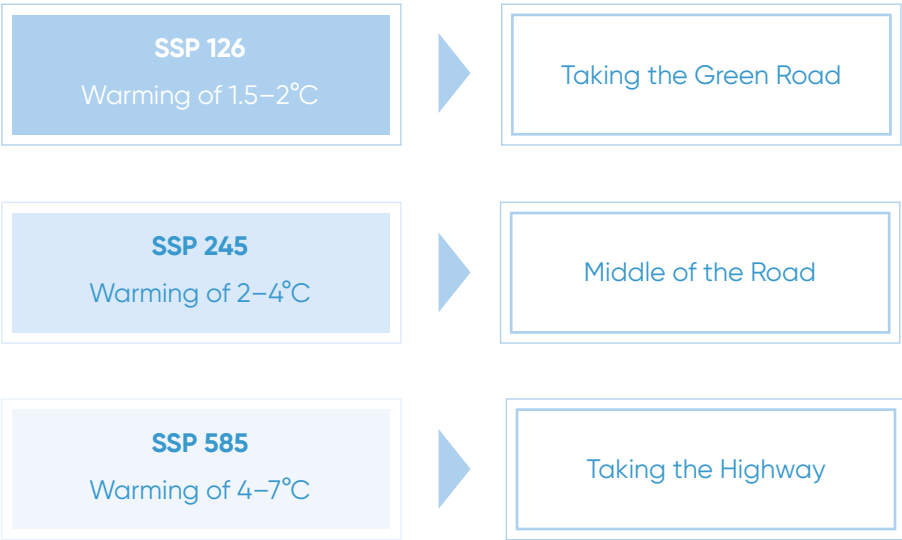
Climate risk management

GRI 3-3, GRI 201-2, HKEX KPI A4.1

RUSAL recognises the urgency of the climate change challenges and supports implementation of the Paris Climate Accord prescribing to take steps to prevent the average temperature growing by more than 1.5°C. The main climate risks associated with the Company's activities are associated with the production of aluminum due to the specifics of the industry.

Company assessed its climate risk using scenario analysis. RUSAL selected three 'Shared Socioeconomic Pathways' (SSP) scenarios of possible climate change with different temperature rise ranges depending on implementation of or disregard for the climate-related risks reduction measures.

The crucial and most probable scenario is SSP 245. Keeping in line with the TCFD methodology, the Company identified the relevant climate-related risks and opportunities in the short, medium and long term.



Risks identified by the Company

Risk type	Short-term	Medium-term	Long-term
Period	0–1 year	2–3 years	up to 10 years
Uncertainty level	Relatively small, it is possible to forecast further business developments with sufficient reliability	Acceptable, allowing to estimate the effectiveness of the upcoming measures	High, requires the resistance to variable factors for projects planned for this period
Necessary actions	Measures for immediate GHG emission reduction	Determination of climate change consequences and development of the adaptation measures	Development of the long-term climate strategy and realisation of the projects in emissions reduction

According to the TCFD recommendations, four groups of risks were identified during the research: political and legal, technology, reputation, and market. The most pressing risk for RUSAL is the spending on administrative fees, carbon compensations, and the costs related to the carbon border adjustment mechanism (CBAM). Moreover, we cannot factor out the decreasing interest of the European consumers in purchasing products with high carbon intensity, that is why RUSAL strives to decrease the carbon footprint of all products and offers aluminium with low carbon footprint under the ALLOW brand.

To sum it up, the climate risk assessment helped to identify the specific issues (both risks and opportunities) related to climate change that may emerge in the short, medium and long term and make a significant impact on the Company. The most pressing climate risks for the Company are CBAM-related expenses, cost of sludge spill accidents elimination and possible reduction in product demand.

Physical risks			Transition risks		
Short-term (0–1 year)	Medium-term (2–3 years)	Long-term (up to 10 years)	Short-term (0–1 years)	Medium-term (2–3 years)	Long-term (up to 10 years)
Risks					
<ul style="list-style-type: none">Decrease in productivity and possible disruptions due to growth in the volume of precipitation in Krasnoyarsk TerritoryFlooding of quarries due to growth in the volume of precipitation in the Republic of GuineaPossible disruptions due to abnormally strong wind in JamaicaDecreased number available drinking water sources due to increasing temperaturesFlooding and disruptions due to a sea level rise in maritime regions			Reputation: Additional spending to eliminate the consequences of possible sludge spills and the administrative penalties	Technology: <ul style="list-style-type: none">Decreasing interest of the European consumers in the Company's productsCosts required to increase energy efficiency in production processes	Political and legal: <ul style="list-style-type: none">Costs for the carbon offsetsCBAM implementation and the related costsCosts for the climate change consequences elimination
				Reputation: Additional costs for the elimination of the consequences of possible spills of sludge fields and the administrative penalties	Technology: <ul style="list-style-type: none">Decreasing of the consumers interest in the Company's product purchaseCosts for the increasing of production processes energy efficiency
				Market: Loss of competitiveness of the Company's products compared to other market players (ratio of climatic characteristics and cost)	Reputation: Additional costs for the elimination of the consequences of possible spills of sludge fields and the administrative penalties
					Market: Loss of competitiveness of the Company's products compared to other market players (ratio of climatic characteristics and cost)
Opportunities					
<ul style="list-style-type: none">Rationing resources due to reduced heating season durationSolar energy development			Not identified	<ul style="list-style-type: none">Opportunity to trade in carbon units in the global and domestic marketsImplementation of the state-of-the-art technology to reduce carbon footprintGrowing investments to the low-carbon energyHigh investment attractiveness of materials used in the transition to a decarbonized energy system.	

Physical risks

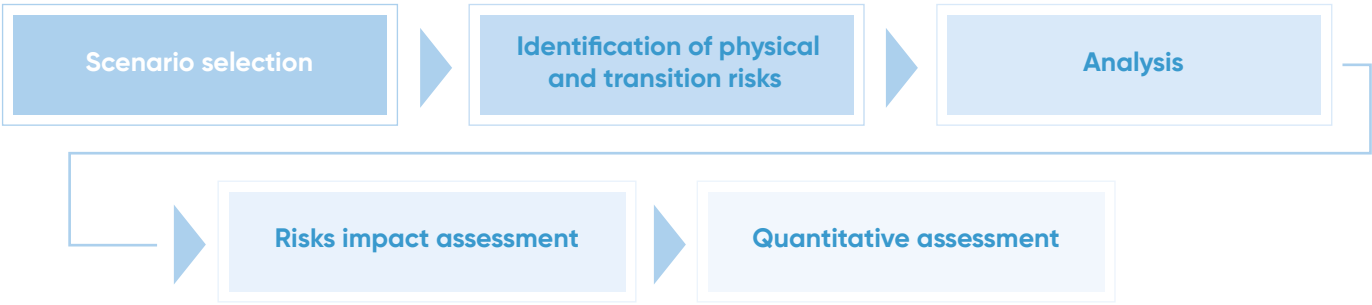
En+ Group has developed the map of the main physical risks, possible consequences and determined the necessary actions to reduce them the metals segment. The assessment was performed in accordance with TCFD recommendations in area of climate-related information disclosure. The

probabilities of risk occurrence were estimated for such production processes, as bauxite mining, producing and selling primary aluminium, silicon and alumina production.



For a detailed analysis of physical climate risks, please see RUSAL's 2021 Sustainability Report.

Risks assessment procedure:



RUSAL ranks risks by probability of their occurrence and the scope of their impact on the Company's production processes and makes conclusions of their criticality. In line with these findings, the Company then identifies priority measures. Further work to assess climate risks is planned for the next year.

RUSAL plans to ensure its sustainability by constantly monitoring its activities to prevent non-compliance with the legal requirements in the environmental protection. Then the Company schedules the development and implementation of the risk reduction policy.

Climate strategy

Pathway to Net Zero

GRI 3-3, GRI 305-5

In 2002, RUSAL became the first Russian company to join the UN Global Compact, and it was among the first Russian companies to support the UN Sustainable Development Goals in 2015. Through focused efforts, RUSAL made a significant contribution to reaching such goals as Climate action (SDG 13) and Partnerships for the goals (SDG 17).

RUSAL recognises the importance of managing climate-related challenges and understands their potentially hazardous consequences for the planet. That is why the Company developed its climate

strategy ("Safe future") in 2007. To achieve targeted GHG emissions reduction, RUSAL strives to improve energy efficiency at all production stages, consume energy from renewable sources, and implement state-of-the-art technology. Production with low carbon footprint will allow managing climate change and its consequences in the most effective way.

In 2022, the Company revised its climate strategy. The updated version of the document outlines basic and intensive scenario setting targets to reduce greenhouse gas emissions in each of them. The intensive scenario will allow a faster transition to low-carbon development in case the relevant technologies will be available in the period 2040–2050.

HKEX KPI A1.5

		Basic scenario
		Specific GHG emissions to be reduced:
by 2032		25%
by 2050		47%

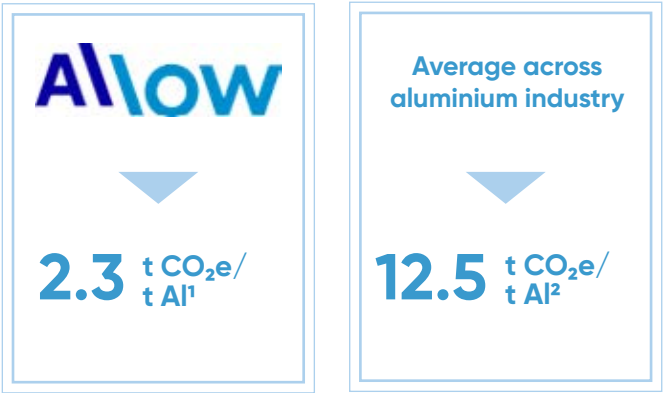
In addition to this, RUSAL realizes the project “Low carbon aluminium” in the framework of the Sustainability strategy goals achievement. It is planned the following result to be reached:

By 2035

reduce specific greenhouse gas emissions per tonne of metal by 30% (GHG neutralization excluded) or 57% (GHG neutralization included)

ALLOW brand: aluminium with a low-carbon footprint

ALLOW aluminium has been produced since 2017. Its production uses energy from the renewable sources generated by the hydropower plants. This technology allows for decreasing the product carbon footprint by four-to-five compared to the aluminium produced with coal used as fuel. ALLOW aluminium helps our customers to reduce carbon footprint of their own products to ensure better compliance with environmental requirements. For instance, in 2022, the company “Mosquitall”, which produces insect repellents, purchased the ALLOW aluminium for the production of packaging. As a result, the carbon footprint was almost two times less.



1 Level 1 in accordance with Aluminium Carbon Footprint Technical Support Document (2018) www.international-aluminium.org/wp-content/uploads/2021/08/AL3IDA1-1.pdf; (2021 data).

2 IAI data, 2018. Level 1 in accordance with Aluminium Carbon Footprint Technical Support Document (2018) www.international-aluminium.org/wp-content/uploads/2021/08/AL3IDA1-1.pdf.

In 2022, 235 RUSAL clients purchased ALLOW products: the total volume according to the signed contracts exceeded 1.2 million tonnes of aluminium. It is expected, that in the nearest future there will be an explosive growth in demand for the low-carbon aluminium. Compared to the 2021, sales of the ALLOW products increased by 25.6%.

ALLOW aluminium advantages:

- Emissions under 4 tonnes CO₂e by the tonne of metal produced (Scope 1 and 2)
- More than 90% of aluminium produced using the energy generated by the hydropower plants
- Low carbon footprint is verified by independent experts
- Customers can track the production cycle to ensure the environmental friendliness of the product

From the Company’s perspective, products with low carbon footprint are another step toward future economy. Consumers will be able to select products that not only help achieve decarbonisation goals by 2050, but also create an inclusive and equitable model of interaction among participants in the value chain. Both primary and secondary resources are used in production.

Greenhouse gas emissions reduction projects

The projects to improve energy efficiency, rationalise the energy resources consumption and upgrade equipment have resulted in significant reduction of the greenhouse gas emissions. Climate projects implemented in 2022 demonstrated the following results:

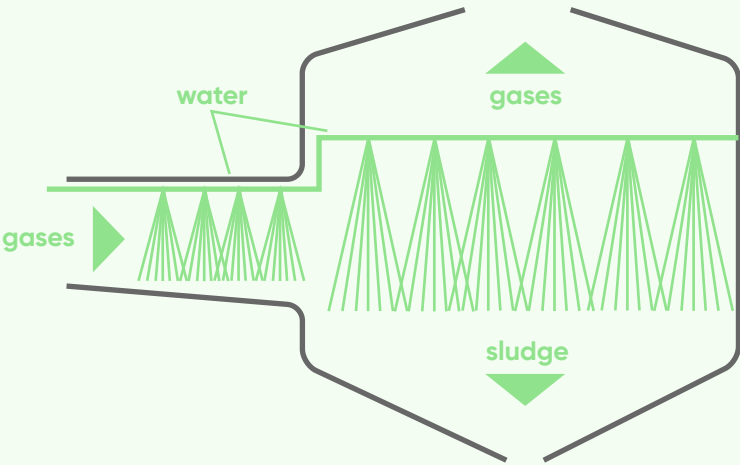
- The electrolysis facilities greenhouse gases emissions under Scope 1 amounted to **2.00 tonnes of CO₂e/t of metal**. The target up to 2025 is 2.03 tonnes of CO₂e/t of metal.
- The facilities of the Alumina Division have performed the measure in energy and resources efficiency and the calculation of emissions in all production categories (alumina, sludge products, soda products), which led to the significant **reduction of specific GHG emissions related to the alumina (by 2–3 times in some factories), which allowed to achieve the established goal of reducing specific GHG emissions.**
- All metrics related to the greenhouse gas emissions were **verified** by the independent experts.
- The **roadmap was developed** to use climate project results to compensate for production carbon footprint. The results will be considered when making decisions to scale existing climate projects and launch new ones.
- The **CDP** Annual assessment (climate) application was submitted.
- The **aviation forest protection project** was continued in Krasnoyarsk Territory and analysed.
- The **new forest climate projects** to be implemented in 2023 are in development.
- Five **scientific and educational meetings** were held in the framework of the Russian partnership in the climate conservation.

RUSAL case study
Inert anode technology

RUSAL is the first company in the world to implement the inert anode technology in aluminium production at our Krasnoyarsk aluminium smelter. This technology, with carbon anodes replaced with inert ones made of ceramics or alloys, drastically reduces product’s direct greenhouse gas emissions. The aluminium produced with this technology has a several times lower carbon footprint than the traditional production process because oxygen is released instead of carbon dioxide. Several thousand tonnes of products have already been produced, which have been purchased by consumers.

RUSAL case study
CO₂ capture and mineralization measures

- Achinsk Alumina Refinery develops the technology of carbon dioxide capture using the sludge water in different constructions of scrubbers, performing the gas treatment.
- The built-in injectors spill out the sludge water in the gas stream to create a curtain of the smallest drops, which prevent the carbon dioxide from being released into the atmosphere entering into the chemical reaction with the smoky gases. The operating principle of this device is graphically shown in the picture below:



- These measures are reviewed for implementation to redistribute calcination and for emissions of thermal power plants.

Performance under 2050 RUSAL
climate strategy

ASI 3.1, SASB EM-MM-110a.2

The actual strategic targets to reduce GHG emissions targets up to 2025 was developed in 2017. During the reporting period, they were replaced with updated

ones up to 2032 and 2050. The Company aims to reach the strategy goals and monitors the progress. The table contains the 2022 results and highlights.

The amount of energy consumed by the Company and produced by hydropower plants and other sources of low-carbon energy equals 99%, and this value constantly grows. The calculation is based on the physical method and uses the data about

RUSAL's strategic climate change-related goals up to 2025 and overview of the 2022 results

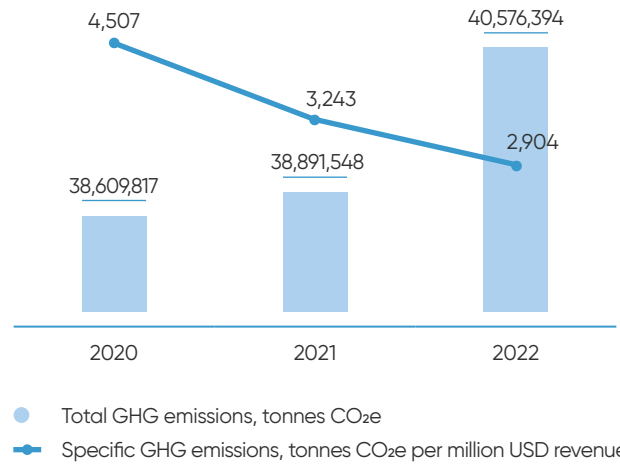
	Goal	Results in 2022
1	Purchase at least 95% of electricity from hydroelectric power plants and other types of carbon-free power generation for aluminium smelters.	This goal has already been achieved by the Company: in 2021 the 98% of energy used by RUSAL was produced by hydroelectric power plants.
2	Decrease direct specific GHG emissions by 15% in existing aluminium smelters vs. the 2014 level.	In 2022, specific GHG emissions decreased by 12.5% compared to 2014 level.
3	Decrease direct specific GHG emissions by 10% in existing alumina smelters vs. the 2014 level.	This target was achieved in 2022, the reduction was more than 10%. ¹
4	Decrease average specific electric power consumption by aluminium smelters by 7% vs. the 2011 level.	This indicator decreased by 4.1% compared to 2011.
5	Achieve an average of specific direct and indirect GHG emissions of no more than 2.7 t CO ₂ e per 1 t of aluminium.	The target was achieved in 2017. In 2022, emissions were less than 2.1 tonnes of CO ₂ e/t Al.
6	Use an internal carbon price when making strategic and investment decisions, starting in 2017.	The internal carbon price has been actively used by the Company since 2017 in making strategic and investment decisions.
7	Support Russian and international initiatives and associations advocating actions to prevent climate change and backing carbon prices, provided they are aligned with the Company's strategic goals.	The Company is actively involved in climate change initiatives.

balance of electricity production and consumption at each of the power grid units. The Company purchases the energy under direct supply agreements.

In 2022, specific greenhouse gas emissions (Scope 1, 2 and 3) went down by 339 tonnes CO₂e per USD 1 million compared to 2021 and amounted to 2,904 tonnes CO₂e per USD 1 million. Total Scope 1, 2 and 3 GHG emissions amounted to 28.3, 1.2, and 11.0 million tonnes, respectively.

RUSAL's total and specific (Scope 1, 2 and 3²) GHG emissions, t CO₂e.³

HKEX KPI A1.1, A1.2, ASI PS 5.1, GRI 305-4, TCFD



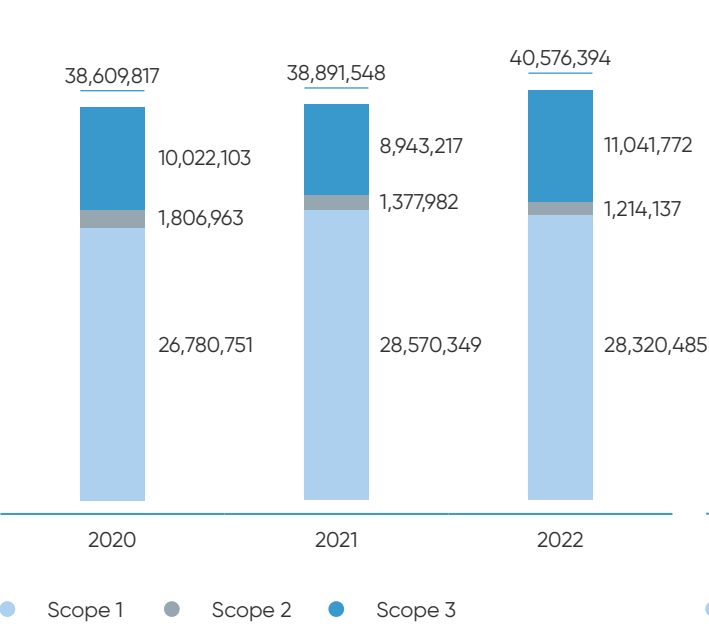
¹ The enterprises of the Alumina Division took measures to increase energy efficiency and resource efficiency, and also calculated emissions for all categories of products (alumina, sludge products, soda products, heat supply to the general public), which led to a total reduction of 2-3 times in specific GHG emissions for alumina on some factories.

² All calculations are made in accordance with the GHG Greenhouse Gas Protocol. Scope 3 energy indirect emissions include emissions from fuels and raw materials purchased by the Company.

³ Hereinafter in this section, the data on greenhouse gas emissions in 2020 do not include the volume of emissions at the enterprises of the Downstream Division.

Direct (Scope 1) and indirect (Scope 2 and 3) GHG emissions, t CO₂e

GRI 305-1, GRI 305-2, GRI 305-3, TCFD, SASB EM-MM-110a.1



Energy efficiency

GRI 3-3, HKEX aspect A2, HKEX KPI A2.3, HKEX KPI A3.1, HKEX para 10, ASI PS 5.1, SASB EM-MM-130a.1

Projects to improve energy efficiency

GRI 302-4

RUSAL implements the best available technologies and upgrades the equipment to decrease energy consumption, and, at the same time, the Company has also been cutting the greenhouse gas emissions. To attain the goals of the climate strategy, the Company works on enhancing consumption of energy from renewable sources.

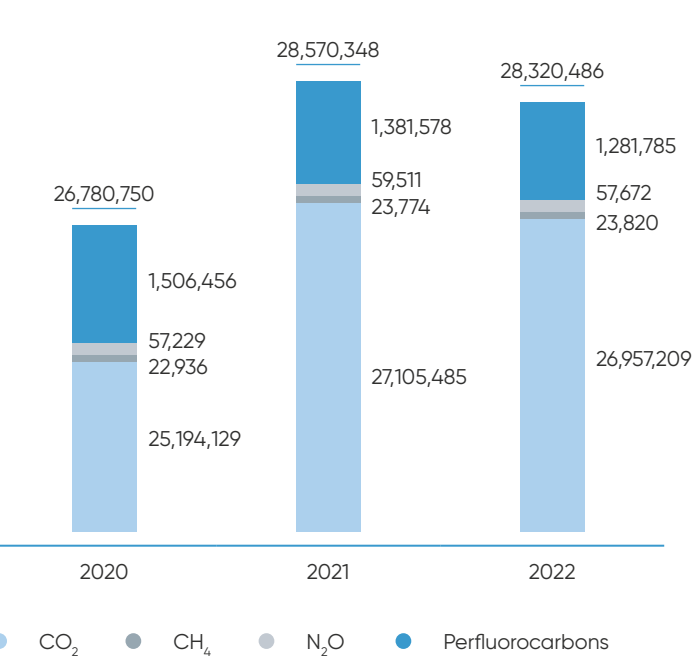
Energy efficiency results

HKEX KPI A2.1

The Company's ambitious target is to become the most environmentally-friendly aluminium producer in the world. RUSAL systematically reduces the energy consumption due to the regular activities intended to decrease energy intensity in production. The Company is committed to reducing the average electric power consumption at aluminium smelters by 7% compared

GHG emissions (Scope 1) by components, t CO₂e

ASI PS 5.2



RUSAL case study

Energy efficiency measures in the alumina production facilities

All the business units of the Alumina Division are pursuing measures to improve energy efficiency; their work covers a wide range of areas – from improving thermal insulation and equipment and pipelines energy efficiency to upgrading the technological processes.

- The energy efficiency action plans designed to decrease the greenhouse gas emissions at the Russian alumina production facilities have been developed and accepted for implementation.
- Auhghinish Alumina (Ireland) is moving forward with the project to change the steam production energy source from hydrocarbon fuel to renewable energy by building an electric boiler.
- At Windalco (Jamaica), RUSAL has implemented a project to upgrade the lighting systems for the production sites, warehouses, and other premises.

to the 2011 level and to procure at least 95% of energy from renewable sources.

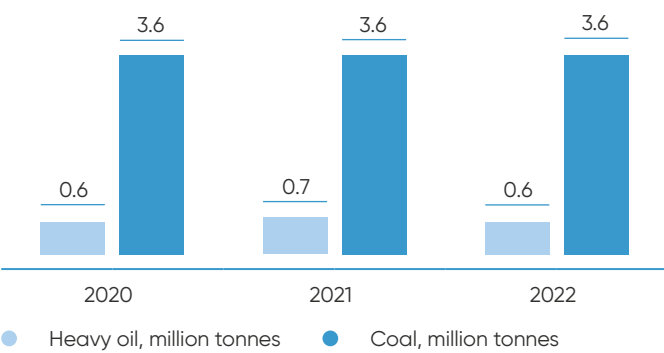
For more information about energy efficiency indicators, please see Appendix 2. Key sustainability data section, p. 170.

In 2022, the energy mix structure at RUSAL's aluminium smelters did not change significantly in comparison with 2021. The share of power produced by hydroelectric power plants in the Company's energy consumption structure has been growing steadily every year. In 2022, it increased to 0.26 p.p. The share of the nuclear energy increased to 0.02 p.p. At the same time, the share of fossil fuel decreased to 0.27 p.p.

SASB EM-MM-130a.1

RUSAL's fuel consumption by type

GRI 302-1



ESG aspects of potential spin-off of low and relatively high carbon footprint assets

- The contours of the potential allocation of assets with a low and relatively high carbon footprint within the Company are still being determined, two fundamental approaches seem to be the cornerstone for decision-making in this context:
- Separation of assets characterized at this stage by a relatively low carbon footprint of production activities (total gross greenhouse gas emissions at the level of 8.1 million tons per year, carbon footprint of no more than 5.2 tons of CO₂e per tonne of aluminium),² will ensure the monetisation of "green" the characteristics of such products in export markets minimising the risks of cross-border carbon taxation;
 - Identification of assets with a higher carbon footprint at this stage of production activities (cumulative gross greenhouse gas emissions of 20.2 million tons per year, a carbon footprint of 12.5 tons of CO₂e

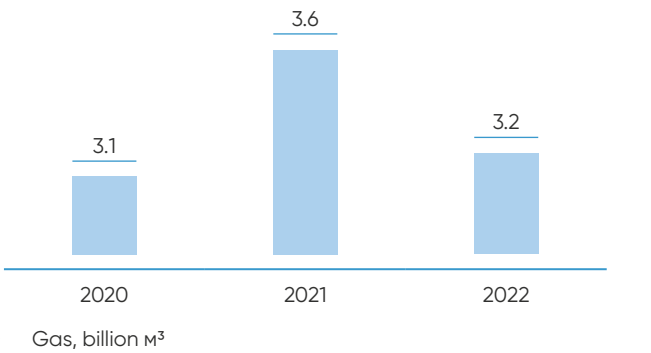
¹ Does not include charcoal, and biofuel.

² The modeling was based on 2021 data

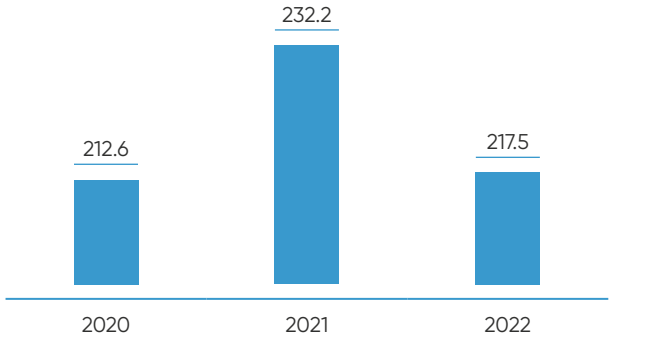
Energy mix at aluminium smelters

Year	Hydropower (HPP)	Nuclear (NPP)	Wind	Fossil fuels (TPP)
2022	99.03%	0.03%	0.57%	0.37%
2021	98.77%	0.01%	0.58%	0.64%
2020	98.55%	0.02%	0.57%	0.87%

In the reporting period, the RUSAL facilities used 0.1 million tonnes less fuel oil. The natural gas consumption went down by 0.4 billion tonnes. The Company consistently reduces fossil fuel consumption.



Total RUSAL's energy consumption from fuel¹, mln GJ



per ton of metal,² which is significantly below the industry average according to the International Aluminium Institute for 2021: 16.6 tons of CO₂e per ton of aluminium) will allow focusing efforts on meeting social and environmental obligations, supported by relevant programs and action plans.



4. Social aspect

Sustainability Strategy's priority area
"SUSTAINABLE CITIES, SUSTAINABLE WORKPLACE AND LIVING"

Global sustainable development goals



86.2%

of employees
covered by collective
agreements

0.15

LTIFR

RUB 2.18 billion

allocated for social
and charitable
programmes

INITIATIVENESS

Initiative, which manifests itself in the constant search for new opportunities to develop the business, employees and new products

4.1. Employees

2022 highlights

59,463total headcount at the end of the year

9.5%employee turnover rate

23,553employees trained

86.2%of employees covered by collective agreements

Contribution to UN SDGs



Management approach

GRI 3-3, HKEX para 13, HKEX Aspect B1, ASI PS 2.1 a, b, ASI PS 3.1

RUSAL develops and improves its approach to effective personnel management through implementing the best practices in this area. The Company carries out its activities in compliance with the international standards and the legislation of the regions of responsibility.

The Company respects the rights of employees and is guided by the corporate principles, which are stipulated in the HR Management Policy approved by the Company. Measures to increase employee engagement, loyalty and satisfaction are reflected in the current personnel management strategy.

RUSAL evaluates the effectiveness of the personnel management and observance of human rights. The Company conducts monitoring on the KPI implementation in relation to the stated goals

Material topics

- Human resource engagement
- Ethics and human rights



and strategic priorities, collects feedback from stakeholders, including through grievance redress mechanisms.

Boosting the efficiency of internal processes

The Company has the General Service Centre (GSC) intended to consolidate the functions of personnel administration, recruitment and remuneration. Currently, the centre serves 52 RUSAL's enterprises with a total number of employees of about 40,000 people.

During 2022, the GSC maintained a high level of service to enterprises. In order to reduce the labour costs of managers and employees of enterprises, works on robotisation, digitalisation and automation of processes were carried out and a pilot project on personnel electronic document management was also launched.

Targets and strategic priorities

- Continued implementation of the programme to increase the level of wages.
- Further expansion of the scope of the General Service Centre.
- Launching centres in Bratsk and Achinsk to prepare students for admission to key universities – partners of the Company's target recruitment.
- Creation of a consolidated automated system of personnel management processes and unification of all separate systems on that platform (setting goals, recruiting personnel, paying remuneration, etc.).
- Integration of the development of an automated corporate training system within the automation of the Company's HR processes.

Who's in charge?

- HR Directorate

Which guidelines do we follow?

- [HR Management Policy](#)
- Regulations on the Training and Education of Personnel
- Talent Pool Regulation
- Non-Financial Motivation Regulation
- [Code of Corporate Ethics](#)
- [Human Rights Policy](#)
- Personal Data Protection Policy

In order to achieve the goals of the Sustainable Development Strategy, RUSAL is implementing the project "The workplace of the next generation". The Company plans to:

by 2035

achieve the status of "Dream Employer (No. 1) for young people" by creating a value offer based on the principle of equal opportunity and the rejection of bias in the workplace.

Personnel structure

GRI 2-7, GRI 2-8; HKEX KPI B1.1, HKEX KPI B1.2, SASB EM-MM-000.B

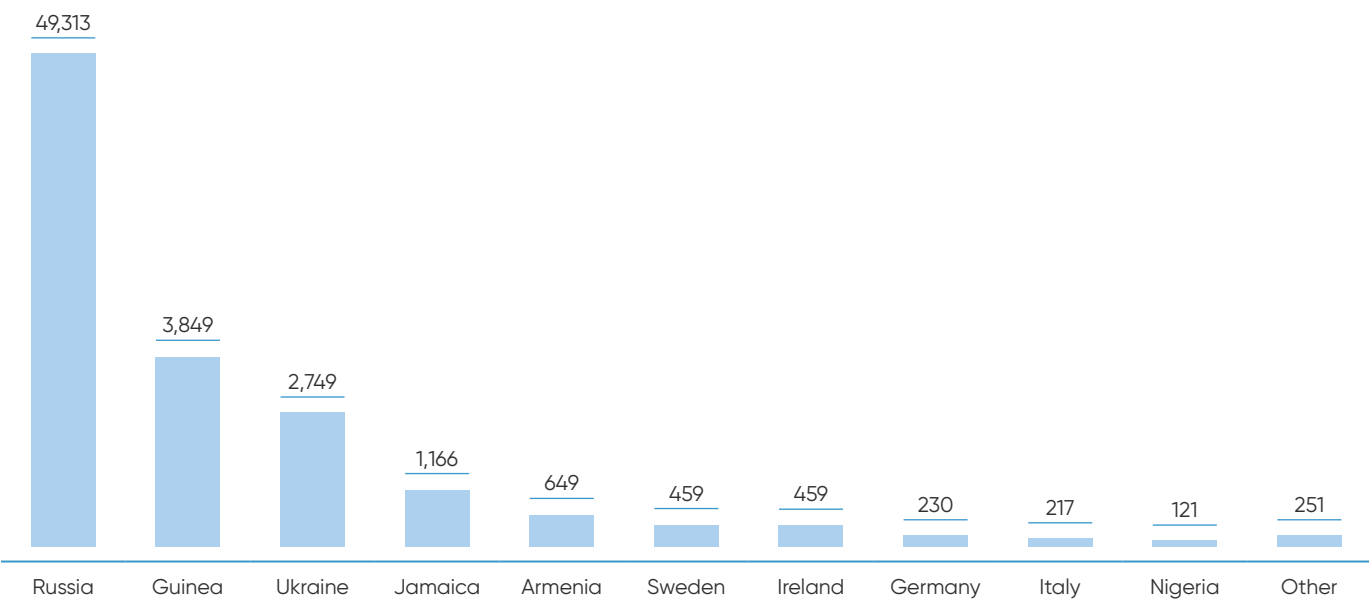
At the end of 2022, the total RUSAL's headcount was 59,463 people. The Company's employees are employed at enterprises in more than 15 countries across the world; about 83% of employees work in Russia.

The share of part-time employees and freelancers has held around 1% throughout the past few years. Almost all of the employees (97.1% in 2022) work as permanent staff.

In the reporting year, overall staff turnover at RUSAL facilities was 9.5%, including 9.4% for men, 9.8% for women. This indicator was 9.7% at the Company's enterprises operating in Russia and 8.7% at the foreign enterprises. At the Company's Russian facilities, employee turnover fell by 1.3%, while for the foreign enterprises this indicator remained the same compared to 2021.

Total number of employees by country²

GRI 401-1, SASB EM-MM-000.B

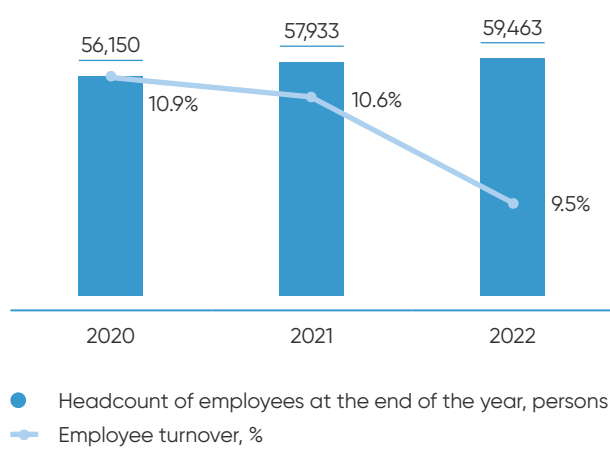


In the past few years, there was no significant change in the gender and age composition of employees, these figures remained stable. Due to the nature of the Company's activities, the bulk of employees are men (75%).

1 Employee turnover was calculated using the value of the total headcount at the end of the year .
2 "Other Countries" are defined as countries where the total workforce at the end of the reporting period is less than 100.

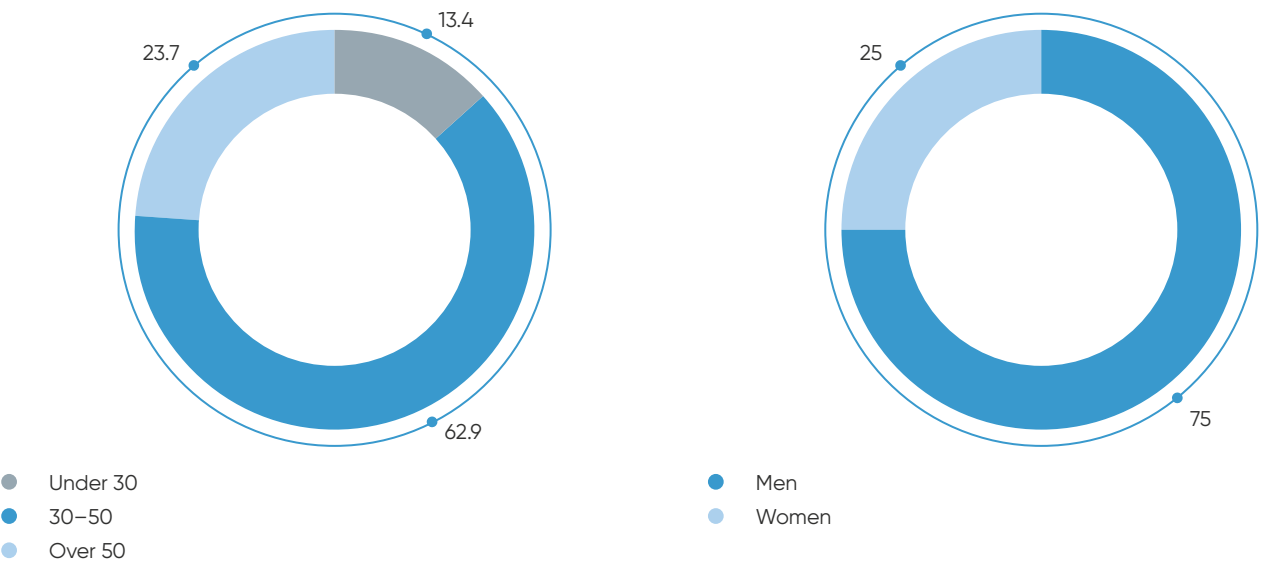
Headcount of employees at the end of the year and employee turnover¹

GRI 401-1, SASB EM-MM-000.B



Employee structure by age and gender, %

GRI 405-1, HKEX B1.1



Production workers make up the majority – 77.2%. Senior management staff accounts for around 1% of the total headcount.

The Company is actively hiring representatives from the local population. Candidates from other regions are considered only if there are no qualified candidates within local communities.

Staff recruitment

RUSAL is striving to implement projects aimed at attracting highly qualified personnel and finding new talented employees. During the staff recruitment process, special attention is paid to motivating candidates and their embracing the Company's corporate values.

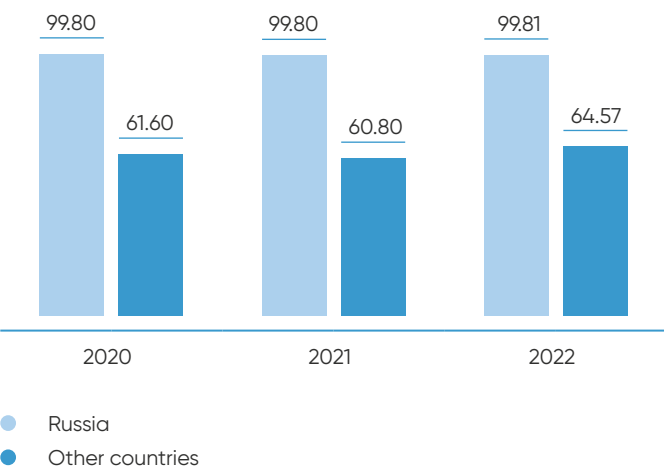
A new digital platform UNIVER facilitates staff recruitment process consolidating all the job opportunities and internships offered by RUSAL and EN+. The Company also advertises job openings on the public recruitment website hh.ru.

Attracting young talent

The Company actively implements programmes aimed at engaging young people who have a good educational level and the necessary qualifications.

Share of senior managers recruited from the local population in Russia and other countries, %¹

GRI 202-2, SASB EM-MM-000.B



Within its targeted training programme, the Company provides students with a sought-after profession and a guaranteed job. School graduates that have successfully passed the Unified State Exam and interview process and who are medically fit to work at mining and metallurgical facilities can participate in this programme.

1 The share of senior managers recruited from the local population in Russia and other countries was recalculated using the total headcount value at the end of the year. The geographical definition of 'local population' includes a country.

In 2022, RUSAL became a partner in the implementation of the Professionalitet Federal Project intended for targeted worker training. The Company's enterprises are members of educational clusters in the Sverdlovsk and Irkutsk Regions together with secondary specialized educational institutions. The first 275 students will begin training on metallurgical programmes on September 1, 2023.

RUSAL's case study
Scholarships to Guinean students

In 2022, RUSAL provided 50 Guinean students with scholarships to study in Russia worth approximately USD 1.5 million. As a result, students will receive a bachelor's degree and complete residency in the fields of therapeutics, stomatology, paediatrics, neurology and dentistry, etc.

This initiative is part of the Russky Aluminy Ltd. International Scholarship Programme and covers airfare, accommodation, a monthly scholarship, winter clothing allowance, internships, and medical insurance.

RUSAL supports students of the Non-Ferrous Metals Metallurgy and Mining specialties at the universities of Krasnoyarsk, Yekaterinburg, and Irkutsk. The Company provides corporate scholarships and also covers the costs of education, studying materials, accommodation, and travel expenses.

RUSAL's case study
Scholarships to talented students

In 2022, RUSAL, together with En+ Group, continued the scholarship programme for full-time students in universities and technical schools (colleges) – educational institutions with state accreditation. The programme is intended for students studying in such specialties as energy, metallurgy, medicine and pedagogy.

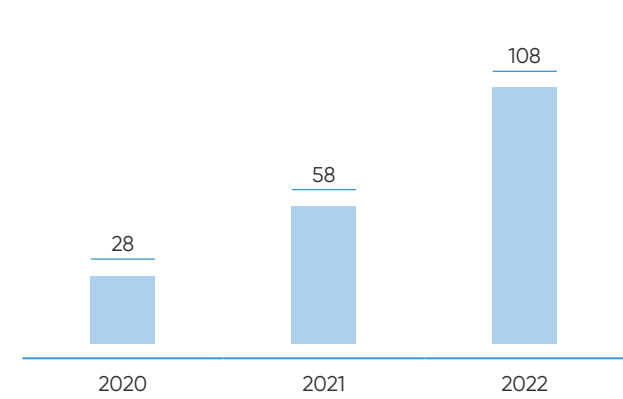
The programme covers all regions of the Company's presence and has 179 fellows from the regions of responsibility of RUSAL and En+ Group. As part of the implementation of the programme, the Company invites fellows to practice and internship at production sites in order to gain practical skills and get acquainted with the directions.

In the reporting period, the Company continued to implement a programme for the material and non-material support of foreign students. 70 Guinean and 20 Jamaican students took part in the programme.

Engaging with young people

School students	University students	Graduates	Company employees
<ul style="list-style-type: none">• Engineering clubs and sections• Tours of production sites• Help talented children to participate in the JuniorSkills professional skills championships and RoboFest robotics festival• 13th element: Alchemy of the Future, the Metallurgical Olympiad• RUSAL classes• Corporate educational programme Expedition to Planet RUSAL at the children's health camp Druzhba• Career guidance for applicants	<ul style="list-style-type: none">• RUSAL Laboratories at partner universities• Targeted training at specialised universities in Krasnoyarsk, Yekaterinburg, and Irkutsk• Manufacturing practice with a prospect of a job invitation• Engaging students in research and development• Targeted training at Russian universities for students from Guinea, Guyana, and Jamaica who would work at the Company's foreign enterprises• Personal scholarships and educational grants	<ul style="list-style-type: none">• The New Generation programme	<ul style="list-style-type: none">• Corporate and personnel training programmes to develop professional skills, foster career development, and related specialties• Adaptation and development programmes for young employees• On-the-job higher education programmes offered by the Siberian Federal University• Support for youth councils and their initiatives• The BS-250+ internal personnel reserve

Number of employees admitted to higher educational institutions



New Generation internship programme

Since 2017, RUSAL has been implementing the New Generation programme, in which graduates under the age of 27 can take part. The programme covers more than 20 areas / specialties.

To attract young professionals and give them an opportunity to put their knowledge to practice, RUSAL offers internships under the guidance of experienced mentors at any of its enterprises in Russia. An internship lasts for three months for those with blue-collar trades and six months for engineering and technical personnel and managers. After completing the programme, interns can receive a full-time job offer. In the reporting period, 237 trainees were accepted for internships.

RUSAL's case study
RUSAL classes

In 2022, the Company continued the RUSAL classes project that provides free remote learning for schoolchildren to take exams in physics, chemistry and mathematics. The project was launched due to the decreasing popularity of these subjects from year to year when choosing to take the Unified State Exam.

Professors from Irkutsk National Research Technical University (INRTU) and Siberian Federal University (SFU) are involved in preparing manuals and lecture materials. In the 2021–2022 academic year, more than 500 schoolchildren became students of RUSAL classes.

RUSAL's case study
RUSAL Laboratories

RUSAL Laboratories is a scientific competition for students from universities and technical schools (colleges) in specific areas, such as electrolysis boosting production safety, foundry technologies and innovative alloys, modelling and safety, ecology and safety, aluminium processing technologies. The main goal of the competition is to recruit the talented participants and bring their ideas into the existing business processes.

In 2022, the Company continued implementing this project adapted it to an online format. 104 students took part in the project.

RUSAL's case study
13th element: Alchemy of the Future, the Metallurgical Olympiad

13th element, the Metallurgical Olympiad, is a scientific competition for schoolchildren interested in exact sciences (mathematics, physics, chemistry, and computer sciences). Since 2012, more than 24,000 schoolchildren took part in the contest. Traditionally, the competition is also held among teachers and schools.

The aim of the competition is to develop and identify the abilities of school students. The winners receive diplomas and gifts, while 11th grade students, soon to leave school, get 10 additional points to their Unified State Exam scores when applying to partner universities.

In the 2021–2022 academic year, 6,107 schoolchildren from 41 regions of the Russian Federation took part in the Olympiad.

allocated job openings for such specialties as laboratory assistants, storekeepers, etc. for people with disabilities.

RUSAL provides information about job openings for people with disabilities to the Russian Employment Centre on a monthly basis and guarantees employment for eligible candidates.

Hiring people with disabilities

RUSAL's recruitment management approach complies with the Russian Federal Law "On the Social Protection of Disabled Persons in the Russian Federation", which sets a quota for hiring disabled persons at two-to-four percent of the average number of employees, not including positions with harmful and dangerous working conditions. Given that, the Company has

Motivation and remuneration

Remuneration

GRI 2-20

All RUSAL's enterprises are guided by a unified regulation on remuneration and bonus at all RUSAL's enterprises which regulates the remuneration system. Employees' remuneration packages include a fixed amount, a monthly bonus, compensatory payments (e. g. for working nightshifts or working in harmful conditions), regional wage coefficients, and the northern index¹.

From the first day at work, our employees get the maximum level of northern allowances where they are applicable. Under the Russian law, the level

of northern allowances paid to staff increases in proportion to seniority in the eligible regions.

The productivity of production workers is determined by the results of performing shift tasks. Such employees are eligible for a bonus if they have completed all the relevant tasks and have not received any disciplinary penalties in the past month. The bonus amounts for management personnel depends entirely on achieving their KPIs and accomplishing goals.

RUSAL encourages employees who contribute to our business development projects, production optimisation, and volunteer projects with additional bonuses that can be paid from the funds available to the heads of production enterprises.

Basic monthly salary for employee categories broken down by gender², USD

GRI 405-2

	Russia	Other countries
Senior managers		
Men	7,527	10,222
Women	6,945	6,751
Middle managers		
Men	2,232	1,904
Women	2,037	2,191
Specialists		
Men	1,746	1,177
Women	1,281	1,607
Workers		
Men	1,177	1,730
Women	841	822

¹ The northern index is a fixed percentage that increases the wage and a certain number of other types of citizens' income in order to cover the high expenses on living in territories where harsh conditions prevail.

² The average US dollar exchange rate (RUB 67,46 per USD) according to the Central Bank of the Russian Federation was used in the calculation.

RUSAL's case study

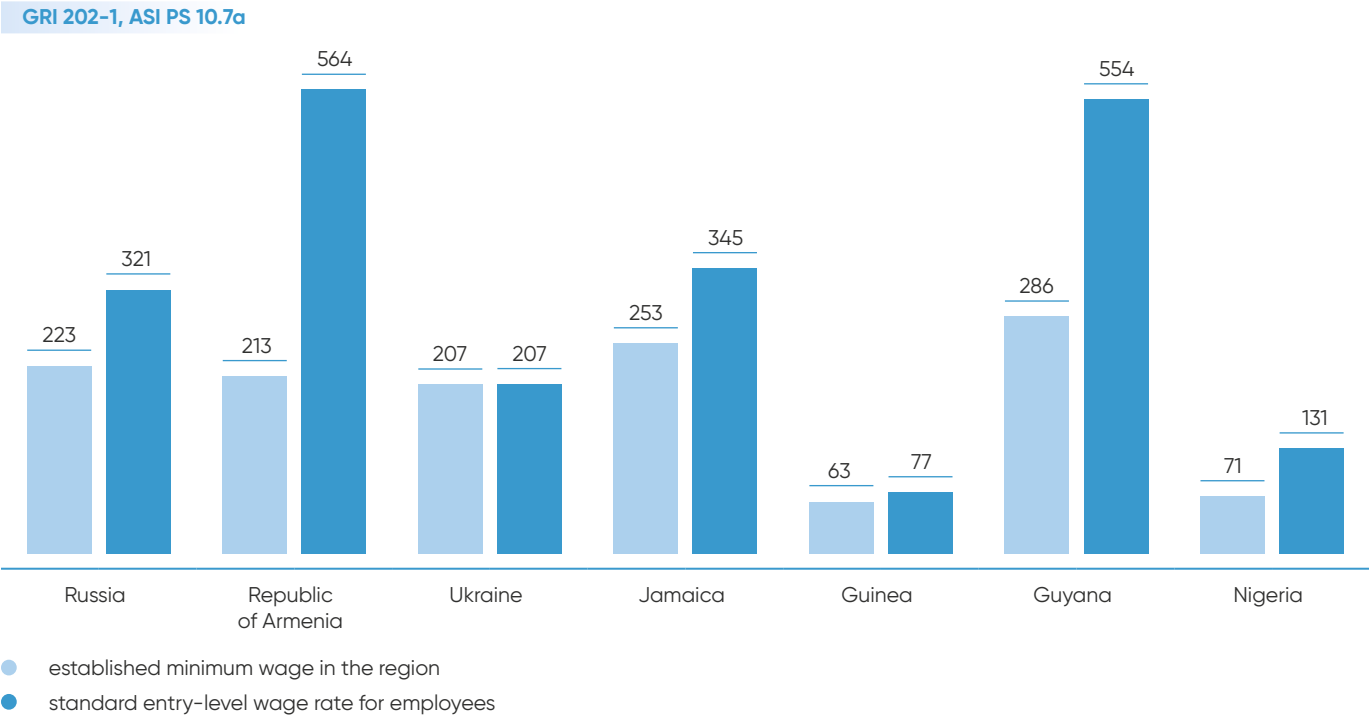
Raising Remuneration

Since 2018, RUSAL has been implementing a salary increase programme in its personnel policy, primarily for employees engaged in production. This project is being implemented as part of RUSAL's remuneration-raising strategy. Now, at all RUSAL enterprises, salaries are significantly higher than the average for the regions.

In 2022, RUSAL increased the salaries of employees of Russian enterprises in March by 10%. In the reporting year, the average employee salary increased by 15% compared to 2021, 27% compared to 2020 and 41% compared to 2019.

Every year in December, bonuses are paid to workers at the Company's enterprises in Russia and the CIS in addition to their salaries; those amounted to 100% of the average employee's salary.

Standard entry level wage rate for employees and minimum wages in key regions where the Company operates¹, USD²



Social support

GRI 401-2

The Company continues implementing social support programmes that provide employees with a range of benefits in addition to those stipulated by law, including:

- Opportunities to play sports and participate in sports activities for free.
- Free corporate medical care from the RUSAL Medical Centre LLC.

- Discount vouchers for treatment at sanatoriums and dispensaries located in Russia.
- Free voluntary medical insurance policies for employees and at discounted prices for their family members.
- Holiday events dedicated to the anniversaries of enterprises and the professional celebration of the Day of Metals. Annual New Year tree festivals are arranged for children of our employees, and each child receives a gift from the Company at those events.
- Material assistance for the retired ex-employees of the Company who are registered with charities, victims of blockades, former underage prisoners, and home front workers from WWII, as well as war veterans.
- A corporate housing programme that enables employees to purchase housing on preferential terms.

RUSAL has a Social Programme that provides a lot of social benefits for employees, including purchase of voluntary medical insurance policies, corporate transfer to-and-from work, and material assistance in challenging life situations.

In the reporting period, the Company spent RUB 322 million on additional medical insurance, RUB 705 million on medical institutions, and RUB 147 million on vouchers (without social insurance). By the end of 2022, the total cost of implementing a social programme for employees amounted to RUB 7.0 billion.

In 2022, in order to support employees with disabled children, RUSAL assigned this category of personnel monthly financial assistance in the amount of RUB 10,000 per 1 disabled child.

RUSAL's case study

Housing programme

In 2022, RUSAL resumed its preferential housing programme for factory employees. The programme gives employees an opportunity to buy an apartment on the primary or secondary housing market or even refinance a valid mortgage using a corporate loan. The programme also allows them to get a mortgage at a reduced interest rate. At the same time, 50% of the monthly payment is covered by the Company. The Company also pays a deposit of 10% for the employee.

However, the broad implementation of the programme was suspended in February–March of the reporting period due to a sharp increase in the key rate of the Central Bank of the Russian Federation to 20%. After the Company's negotiations with the partner bank, new conditions were worked out – the interest rate on the loan agreement was fixed at 14% per annum; the share of monthly payment by the Company was 65% of the total payment amount.

As the key rate of the Central Bank of the Russian Federation returned to the normal levels, agreements were reached with the partner bank to continue the programme on the original terms. As of the end of 2022, 450 employees joined the housing programme.

All RUSAL employees are entitled to free medical care at the RUSAL Medical Centre LLC. It has 11 branches and seven separate divisions in seven regions of the Company's responsibility. The Medical Centre has 593 employees who serve more than 57 thousand people.

The Company has taken the following measures to prevent occupational diseases:

- The RUSAL Medical Centre has developed programmes to prevent diseases of the

musculoskeletal, cardiovascular, and respiratory systems. Respective treatments include physiotherapy, herbal medicine, oxygen cocktails, hand massage, vitamin therapy, light therapy, and inhalation therapy.

- Memos are prepared and sent out on how to adopt a healthy posture and exercise, as well as on domestic calisthenics routines.

¹ There is no difference between the ratio of the standard entry level wage to the established minimum wage between men and women.

² The average US dollar exchange rate (RUB 67,46 per USD) according to the Central Bank of the Russian Federation was used in the calculation.

Medical check-ups are conducted to:

- Allocate employees to a specific health group based on the medical examination results and make recommendations on the prevention of diseases; if there are any medical indications, further monitoring and treatment are prescribed.
- Monitor and identify diseases at an early stage, offer preventive and rehabilitative measures.

RUSAL has continued to provide employees with free personal protective equipment due to the spread of COVID-19. Employees infected with the coronavirus disease can undergo rehabilitation and recovery at the expense of the Company. Workers who have been vaccinated at any stage may use a paid rest day after vaccination.

RUSAL's case study Healthy lifestyle

In 2022, the Company spent RUB 1,272 billion on healthy lifestyle activities for employees:

- RUSAL provides free fitness centres at industrial sites.
- The Company's annual budget covers the cost of sports events.
- Employees who work in harmful conditions undergo annual medical examinations.
- All RUSAL employees are given a food subsidy, which is accrued for each shift and provides them with a substantial lunch. In 2022, the amount of the daily food subsidy has increased.
- Production workers at almost all the Company's enterprises are given 0.5 litre of milk each shift.

Training and development

GRI 3-3, GRI 404-2, HKEX KPI Aspect B3, HKEX Para 9, HKEX Para 10

RUSAL pays special attention to effective training and staff development. The Company implements numerous initiatives in the field of personal and professional growth. RUSAL regularly checks the current skills of employees, the responsibility for which is assigned to the Corporate University of RUSAL. It develops a strategy for the development of the Company's employees, promotes their professional growth and improves efficiency. The training is conducted by the Company's specialists and invited teachers.

In 2022, RUSAL actively educated its employees in the field of sustainable development. In the reporting period, 100% of employees of directorates and divisions involved in the implementation of sustainable development projects (ESG transformation projects) completed a short introductory course "Sustainable Development Strategy as a basis for the formation of future business value".

Together with the Personnel Directorate, a technical task was formed and a supplier of the educational module "Sustainable development for the mining and metallurgical sector" was selected, the development of the module should be finalized in 2023.

A total of 23, 553 employees were trained in the reporting year. The total number of hours of employee training was 1 150 251 (19,3 hours per employee).

The share of employees trained by gender and employee category, %

HKEX KPI B3.1

Senior managers	10.4
Men	11.7
Women	4.8
Middle managers	62.6
Men	63.7
Women	58.6
Specialists	83.6
Men	60.6
Women	34.2
Workers	36.6
Men	39.9
Women	23.6

Average hours of employees training by category and country¹, hours per employee

HKEX KPI B3.2

Senior managers	6
Russia	7
Other countries	2
Middle managers	23
Russia	27
Other countries	6
Specialists	23
Russia	26
Other countries	9
Workers	19
Russia	22
Other countries	3

¹ Group trainings hours are accounted for once, irrespective of the number of participants.

Average hours of employees training by gender and country¹, hours per employee

HKEX KPI B3.2	
Men	20
Russia	24
Other countries	4
Women	16
Russia	17
Other countries	4

Functional academies

RUSAL ensures staff training system in main production processes in the areas required by the Company's facilities.

In 2022, the Company implemented several initiatives, including Functional Academies of PR, GR, Commercial Service employees, ecologists, and lawyers. Traditionally, there are Functional Academies for the quality management system and HR personnel, meteorologists and laboratory assistants, power engineers, technological personnel.

Within the framework of each Functional Academy, multi-level educational programmes and evaluation materials are developed.

In 2022, one of the key trained personnel categories was production mentors (industrial training instructors).

A full-time training course was developed specifically for this category of employees. This course developed their skills of practical training of newly accepted personnel in production. In 2022, 474 mentors completed full-time training. Additionally, an electronic course on industrial mentoring was developed; it will become mandatory for all employees who are involved in training at the workplace, which is more than 4,000 people.

In 2022 the IT Academy was developed – the training programme of highly qualified young information technology specialists for the Company. In 2022, the project was implemented jointly with the Siberian Federal University. The students will have 3 years of study at the Academy, practice in the Company and the implementation of projects on real tasks of the metallurgical and energy direction.

RUSAL's case study
External career and educational portal UNIVER

All training and development processes are now assembled on a single platform called Univer that was launched in 2021. It can be accessed from both desktop devices and smartphones. The platform offers RUSAL educational projects and content and contains information on job opportunities, internships, and various soft-skill trainings as well.

The platform hosts 14 projects for schoolchildren, students, and graduates. In particular, the New Generation, Scholarship programme, 13th element: Alchemy of the Future, the Metallurgical Olympiad, the RUSAL – schools of Russia programmes are represented on the platform.

Also, all users of the platform have free access to a knowledge base containing more than 50 e-courses on personal effectiveness, communications, public speaking skills, self-motivation and effective leadership. In 2022, a basic course on sustainable development was also developed for placement on the educational portal.

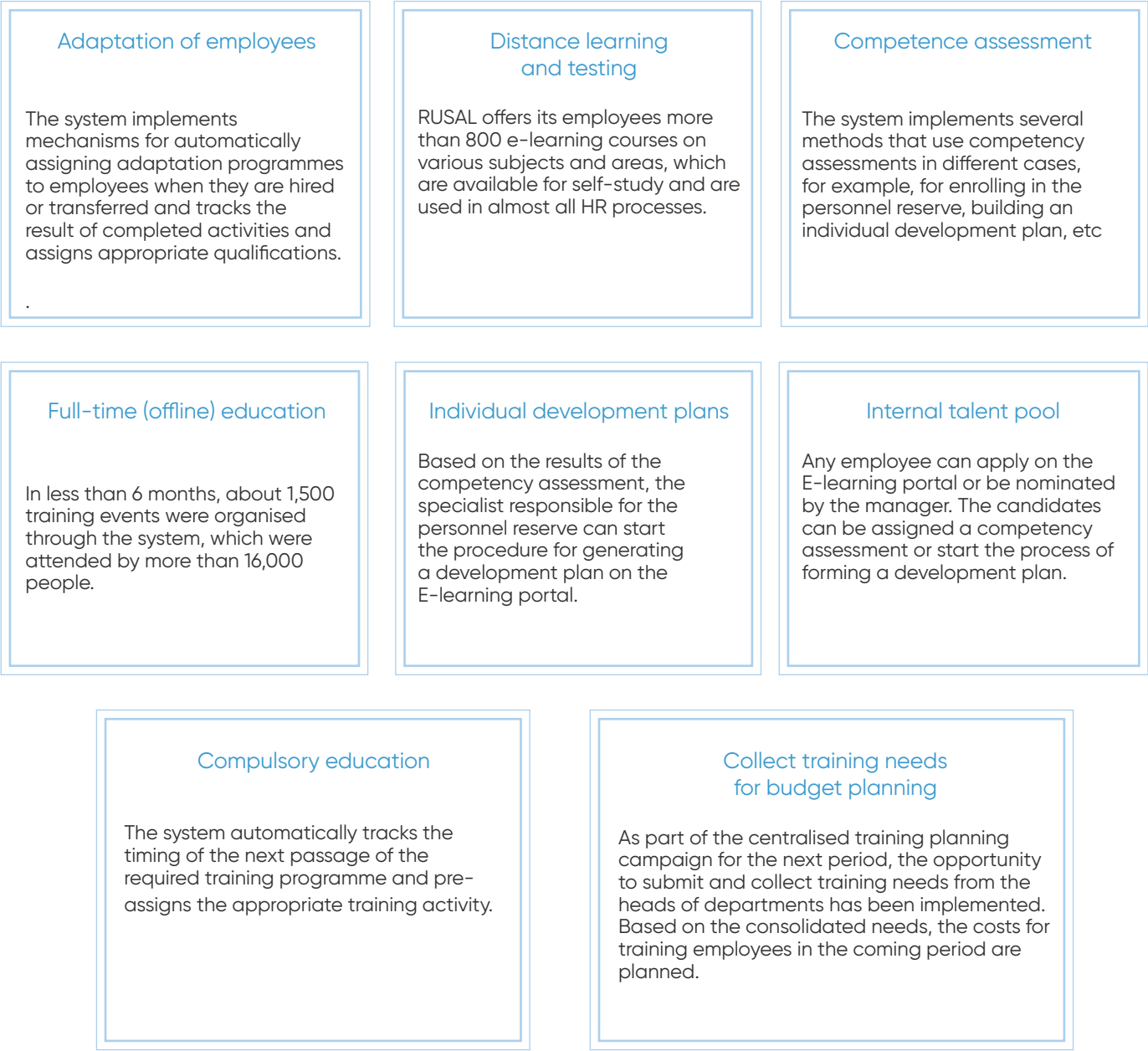
Job vacancies of the Company are regularly published in the Vacancies section. By now, more than 1,500 job vacancies have been published, for which 7,554 responses have been received.

2022 – continual HR process implementation

In 2021, the Company developed a full lifecycle management system for personnel development. It replaced disparate systems that automate individual HR processes and was successfully

integrated into the existing infrastructure of the Company.

The system covers more than 50,000 employees with eight areas:



Each employee has a personal account in the system through which they can take part in courses, seminars, webinars, and other training events. In

2022 employees could be educated in more than 400 programs; the total number of training hours was 505,867.

¹ Group trainings hours are accounted for once, irrespective of the number of participants.

Internal talent pool

The Company has its own pool of successors for all levels of the management reserve:

- reserve for top management level: 84;
- reserve for mid management level: 492;
- reserve for line management level: 2,161.

Each Personnel Reserve programme participant has an individual development plan. It includes a wide range of tools – from distance learning system classes and internships to referrals to leading universities.

In 2022, the Master School/Manager School programme was actively implemented. The purpose of the programme is to prepare successors for managerial positions of line management and develop leaders who are able to competently analyse problem situations, systematically approach problem

solving, and skilfully form an effective team. The total duration of the programme is three weeks. In the reporting year, the programme included a new block on cross-functional interaction, which will help develop the skills of effective interaction of several departments, master the tools for implementing joint actions to achieve business results.

The BS-250 and TIPS (theory of inventive problem solving) programmes, which have been implemented in the Company since 2015, are one of the main tools for training RUSAL's personnel reserve. Programmes' participants learn to solve specific production, inventive tasks and implement improvement projects, relying on the approaches and principles of the RUSAL Business System.

Any employee who aspires to career growth can join the internal personnel reserve.

Social partnership

GRI 407-1, ASI PS 10.1a, 10.1b, 10.5, SASB EM-MM-310a.1, EM-MM-310a.2

RUSAL's employees have the right to join associations protecting their interests and develop long-term partnerships with trade unions. In 2022, the standard collective agreement for the Company's enterprises was updated for 2023–2025.

GRI 2-30

The majority of the Company's Russian enterprises have collective agreements. Collective agreements cover about 86.2% of RUSAL's employees.

RUSAL's Social Council serves as a link between employees and the Company in matters related to social partnership. The Social Council is represented by both the Company's employees and management. This body annually evaluates social partnership results and discusses the employer's fulfilment of the terms and conditions of the collective agreements. In 2022, two meetings of the Social Council were held, at which, in particular, measures to support employees of the Company's enterprises were discussed.

In the reporting period, no actions that may have violated workers' rights to exercise freedom of association or collective bargaining were identified; no strikes and mass layoffs were identified.

Human rights

GRI 3-3, GRI 2-23, HKEX Para 9, HKEX Para 10, ASI PS 9.1a

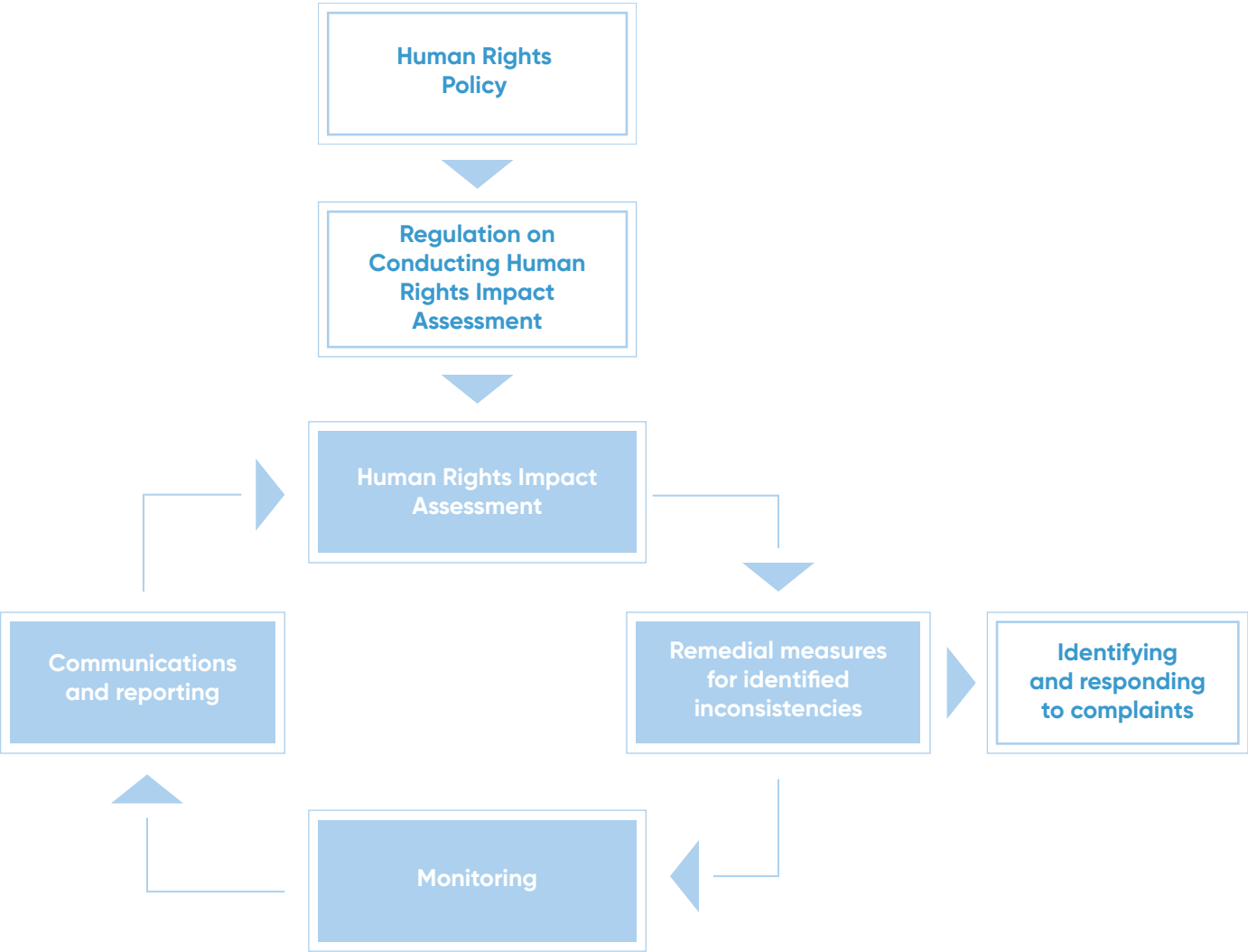
Approach to human rights management

Respect for human rights is a core principle of RUSAL's management approach. The Company is continuously developing its own practice in the field

of human rights, relying, in particular, on the ASI standards that help accelerate this process.

The heads of main functional areas are responsible for observing human rights in line with RUSAL's Human Rights Policy. RUSAL conducts a comprehensive assessment of human rights compliance to help the Company identify and eliminate the risks

Approach to human rights management



Human Rights Policy

ASI PS 9.1a

In 2018, the Board of Directors of UC RUSAL Group of Companies adopted the Human Rights Policy. The policy unified approaches and requirements within the framework of human rights and set out the Company's commitment to comply with its provisions. In 2022, the second edition of the Human Rights Policy, as well as the Equal Opportunities Policy, was developed and prepared for further coordination. RUSAL and its subsidiaries are committed to respecting human rights and consistently adheres to the highest international standards in this area, including:

- Universal Declaration of Human Rights
- Fundamental Conventions of the International Labour Organisation (ILO)
- United Nations (UN) Global Compact

- Guiding Principles on Business and Human Rights endorsed by the UN Human Rights Council
- Organisation for Economic Co-operation and Development (OECD) Guidelines for multinational enterprises
- UN Declaration on the Rights of Indigenous Peoples
- UN Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW).

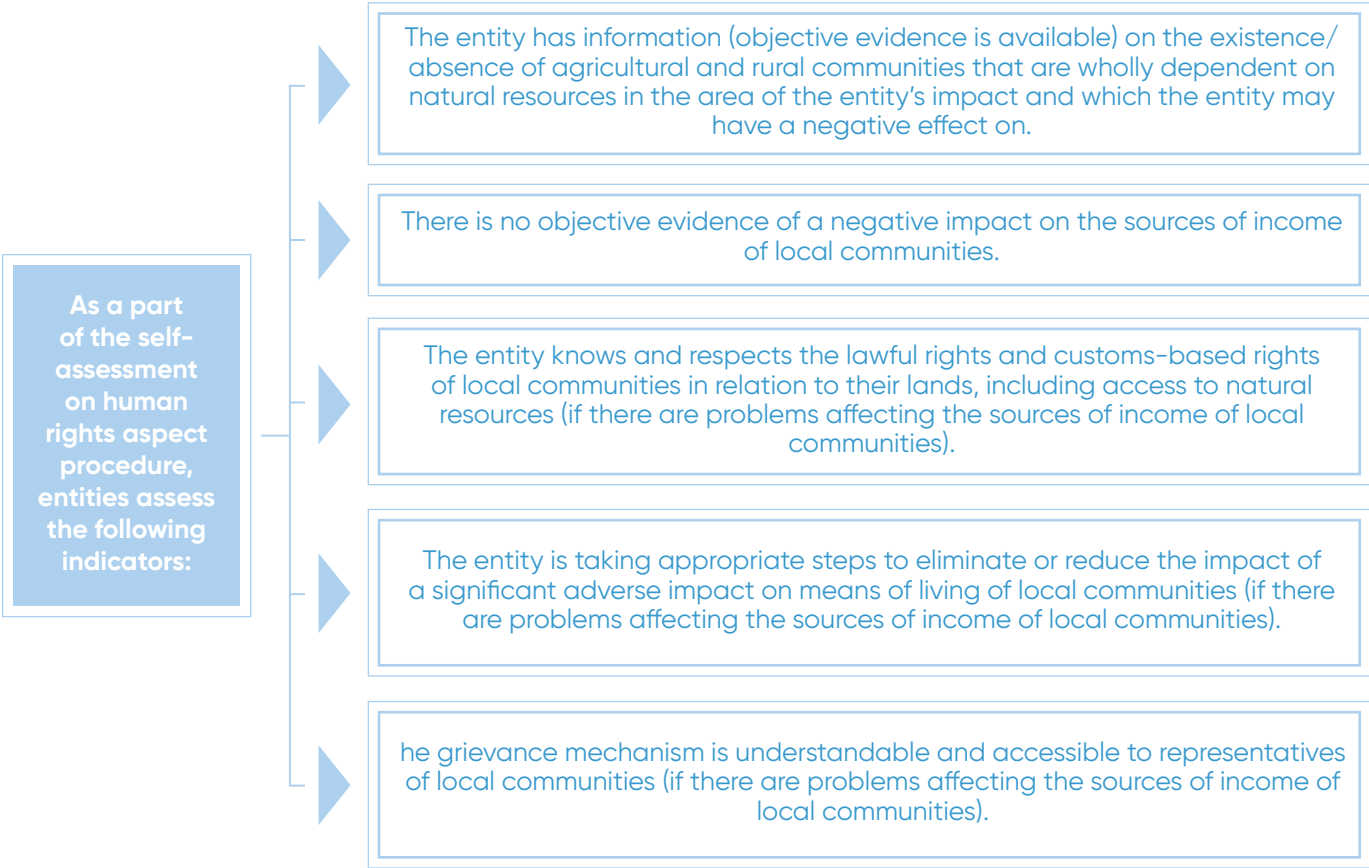
Regulation on Conducting a Human Rights Impact Assessment

GRI 410-1, ASI PS 9.1b

The Company is guided by the Regulation on Conducting a Human Rights Impact Assessment, which was adopted in 2020. This regulation reflects a comprehensive approach to taking measures to eliminate or reduce the negative impact on human rights.

Responsibility over the implementation of the regulation is entrusted to the HR Directorate. In 2022, working groups consisting of 36 people were trained as part of the preparation of enterprises for recertification according to ASI standards. The training materials included sections on the observance of human rights.

The Company evaluates human rights risks and conducts inspections regarding the observance of the indigenous communities' rights in the regions of responsibility.



In 2022, the SignalAL hotline received 126 calls about labour relations. There were 25 cases of violations of labour rights that concerned violations of occupational safety, social and living conditions and work and leisure time activities. All cases were duly investigated, response measures were taken in all cases, and personnel were protected from harassment. At the same time, the confidentiality of all calls was maintained.

For more information about the SignalAL trust service, including the nature of calls to the service, see the Ethics and Integrity section, p. 140.

GRI 411-1, SASB EM-MM-210a.3, ASI PS 9.1c, ASI PS 3.1

Diversity and equal opportunities

HKEX Aspect B1, ASI PS 10.4

RUSAL embraces diverse personnel structure at all enterprises. The Company and its subsidiaries respect the human right to equal opportunities

and non-discrimination, and they select and hire employees only based on the candidates' own experience and specific business qualities.

In the reporting year, the Company identified no cases or risks of discrimination based on gender, nationality, age, or disability.

GRI 406-1

Position on child and forced labour

GRI 408-1, GRI 409-1, HKEX Aspect B4, ASI PS 10.2a, 10.2b, 10.2c, 10.3a, 10.3b, 10.3c, 10.3d, 10.3e, 10.3f

RUSAL strictly applies the ban on the use of child and forced labour at all its enterprises. The Company enters employment contracts only with persons who meet the minimum age requirements established by law. Hired labour in the Company is exclusively voluntary: the Company does not use or tolerate forced and compulsory labour, slavery, or human trafficking.

This commitment is reflected in the Code of Corporate Ethics, the Human Rights Policy, and the Business Partner Code. The Directorate for Control, Internal Audit and Business Coordination is responsible for carrying out control measures in this area.

Employees of the Directorate regularly conduct audits and internal audits. Since the establishment of the Company, there have been no cases of non-compliance with current legislation or regulations on the use of child and forced labour. There are no enterprises in the Company where cases of the use of child and forced labour have been identified.

HKEX KPI B4.1, HKEX KPI B4.2

Issues related to occupational health and safety, human rights are covered in the Regulations for managing contractors in the areas of labour protection and industrial, fire, and environmental safety. For instance, verifying the minimum age of a contracting organisation's employees.

In 2023, RUSAL's Modern Slavery Statement with a detailed indication of the measures excluding it will be developed and implemented.

Protection of personal data

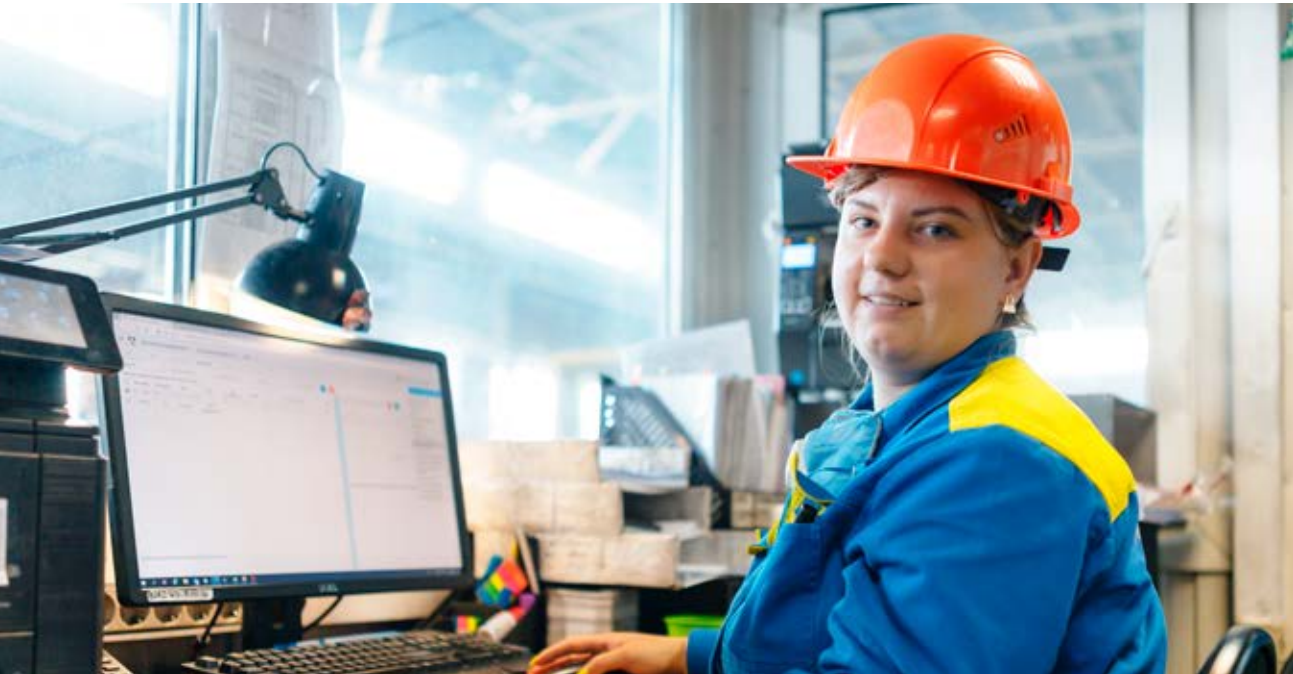
One of the essential areas in the field of human rights is the protection of personal data. The organisation and ensuring the protection of personal data is carried out in accordance with the requirements of the Federal Law of July 27, 2006 No. 152 – Federal Law "On Personal Data" and by-laws, the

requirements of the General Data Protection Regulation (GDPR) passed by the European Union.

In 2022, to reduce the risk of non-compliance with the French data protection legislation, RUSAL implemented the preparation of the following structural documents:

- Personal data processing policy (revised taking into account new legislative changes);
- Internal rules for the processing of personal data (including policies for minimizing / limiting the purpose of using, storing, transferring, deleting, correcting personal data and processing requests from personal data subjects for access to such data; the procedure for processing information security incidents relating to personal data) (revised taking into account new legislative changes);
- Policy on the use of cookie files;
- Form of contractual provisions on the transfer of personal data to third-party providers (revision is planned);
- Forms of consent to the personal data processing, notifications about personal data processing of employees and job candidates;
- Forms of registers of processes for personal data processing and transfer (revision is planned).

The Company is currently developing the Transfer Impact Assessment. The main purpose of developing this measure is to assess the risks associated with the transfer of data from European assets to the Russian Federation, as well as to describe additional protection mechanisms in connection with such risks.



4.2. Health and Safety

Key facts 2022

LTIFR **0.15**^{1,2} maintenance of LTIFR at the level of 2021

72,530 scheduled visits of divisions performed by the management of RUSAL enterprises

Contribution to the SDGs



Material topics

Occupational health and safety



¹ Hereinafter, in the Health and Safety section, the LTIFR indicator is calculated on the basis of 200,000 man-hours worked, and includes cases of serious and light injuries with temporary disability registered by the Company during the given period.
² Hereinafter, in the Health and Safety section, the LTIFR indicator is calculated taking into account the main contractor, ECM LLC. The LTIFR calculated for full-time employees is 0.17.



Year of occupational safety



The Company announced 2022 the Year of Occupational Safety and implemented a number of measures under that slogan, including:

- Developed and approved the Company's Occupational Safety Strategy up to 2030
- Completely revised the existing Occupational Health, Safety and Fire Safety Management System
- Updated regulations on incident investigating
- Revised the Requirements on Personal Protective Equipment for Company Employees Standard and 6 technical specifications governing the requirements on work clothes
- Developed and approved 10 terms of reference for the development of the Safety of Production Activity automated information system
- Developed and approved the Corporate Identity of Documentation, Projects and Programmes in the Area of Occupational Health and Safety (OHS) – RUSAL Safety Code
- Developed the Take Care of Your Life methodological guidelines to prevent fatalities
- Trained the enterprise management personnel in the best practices in OHS management: 119 managers and specialists have received in-person training in the Fundamentals of Safe Conduct programme, and more than 100 internal trainers have trained in the Behavioural Audit of Safety and Fundamentals of Safe Conduct programmes
- As part of the All-Russian Occupational Safety Week, held creative competitions among the Company's employees to award winners: the 3rd place was taken by the youth team in the Modern OHS Trends case



Additional measures were implemented in certain divisions of the Company:

Aluminium Division

The analytical reporting portal has been implemented, making it possible to plan measures based on incident analysis

Alumina Division

Weekly preparation of summary information on the current situation, including OHS at large mining facilities, has been organised

Directorate for New Projects

Working groups have been created with the participation of representatives of the Production Development Directorate, the Theory of Solving Creative Problems (TRIZ) and the Department of Information Technology (ITD) to develop solutions for automation of work processes

Downstream Division

Creative OHS-related contests were held: poems, children's drawings, the best poster sketch

In 2022, the following goals were set in terms of health and safety:

Goal	Status	Results
Implementation of the action plan for the Year of Occupational Safety with a reduction in the lost-time injury frequency rate (LTIFR) for 2022 by at least 10% compared to the indicators of the previous period, not exceeding 0.18 (including the main contracting organisation)	Achieved	All relevant measures have been implemented by the Company within the Year of Occupational Safety. Nine events were held in 2022 as part of the Year of Occupational Safety.
Implement at the Company's pilot enterprises a programme to implement advanced systems to prevent erroneous actions of personnel (Lockout/Tagout (LOTO), alarm of hazardous areas, labelling and prevention of hazardous areas, etc. – in accordance with the specifics of individual enterprises)	Achieved	The LOTO system was implemented at RUSAL Kamensk-Uralsky. At the SKAD facility (city of Divnogorsk), projects on equipping overhead cranes and loaders with light markers of hazardous areas have been implemented. Dump trucks were equipped with a raised bed alarm.

Goal	Status	Results
Develop and implement a fatal injury prevention methodology that makes it possible to reduce the number of fatalities by at least 20% compared to the indicators of the previous period, not exceeding 0.18 (including contractors)	Achieved	The "Take care of your life!" guideline have been approved implemented. The guideline determines seven key workplace hazards.
To develop and implement a system for assessing OHS indicators at sections at pilot enterprises.	In process	Regulations for health and safety assessment is at the approval stage

The Company is also working on developing special trainings and implementing safe production programs. One such program is the "Fundamentals of Safe Conduct," aimed at developing employees conscious attitude to occupational safety through the analysis of mistakes made.

Management approach

GRI 3-3, ASI PS 2.1, ASI PS 11.3, ASI PS 11.4, HKEX KPI B2.1, HKEX KPI B2.3

The health and safety of our employees is an unconditional priority for RUSAL, and every risk associated with the technological process or natural emergencies is carefully analyzed. Special attention is paid to Occupational health and safety issues at all levels of corporate governance and the Company's activities, from strategic decision-making to operational procedures.

Safety issues are integrated into the Company's corporate strategy. RUSAL's operations are performed in accordance with the national legislation of the regions of responsibility, as well as internal corporate standards, rules and procedures governing health and safety issues.

RUSAL is actively developing a corporate safety culture through developing innovative training programs, involving employees in risk identification processes and introducing personal motivation tools. RUSAL is also implementing various modern technologies and initiatives to protect the lives and health of employees.

The Company strives to increase attention to OHS issues and to fight against concealment of OHS violations. To this end, RUSAL engages senior and middle management in these issues by including injury indicators in their key performance indicators (KPIs), including the LTIFR, both at the Company and at the level of divisions and enterprises. KPIs are monitored on a monthly basis and are evaluated annually. The share of Safe Working Conditions KPIs in the remuneration of

divisional directors is determined by setting goals for the year and varies from 5%to 15 in total%.

HKEX para 13

In order to strengthen corporate leadership, improve the safety culture and ensure the reliable functioning of the OHS management system, Health, Safety and Environment Committee (hereinafter referred to as the "Committee") was established under the management of the RUSAL Board of Directors. The remits of the Committee include verification of compliance of the Company's activities with both the requirements of national legislation in the field of health and safety and internal OHS standards, analysis of OHS audits conducted in accordance with the legislation or the Company's policies, consideration of annual reports on relevant indicators, preparation of recommendations regarding HSE goals.

In 2023 a revision of the Regulation on Health, Safety and Environment Committee is planned in order to make amendments and reflect all aspects of strategic planning and reporting in the field of sustainable development (ESG transformation).

In addition, in order to expand the involvement of senior management in safety issues, the Company has introduced the practice of holding face-to-face coordination meetings with the participation of RUSAL General Director, managing directors and heads of OHS departments of the facilities. In 2022, a coordination meeting was held at the Bratsk aluminum smelter where issues of training and involvement of the Company's employees and contractors in the area of occupational safety,

with the provision of unified approaches, were considered.

A practice has also been introduced to consider occupational safety indicators at quarterly Divisional Management Committees, during which enterprise managers report to the Director of Business on the reasons for injuries at the enterprise, consider the most serious incidents and the possibility of replicating measures to prevent their recurrence.

Goals and strategic priorities

- Zero fatalities, minimisation of total number of accidents and zero number of fires.
- Ensuring compliance of equipment and production processes with legislative and regulatory requirements in the area of occupational safety, industrial safety and fire safety.
- Ensuring compliance of working conditions at workplaces with sanitary standards and rules, as well as constant improvement of working conditions to improve safety.
- Prevention of occupational diseases.

Responsible structures

- HSE Committee of the Board of Directors
- Department of Occupational Safety, Industrial Safety and Fire Safety

Internal documents

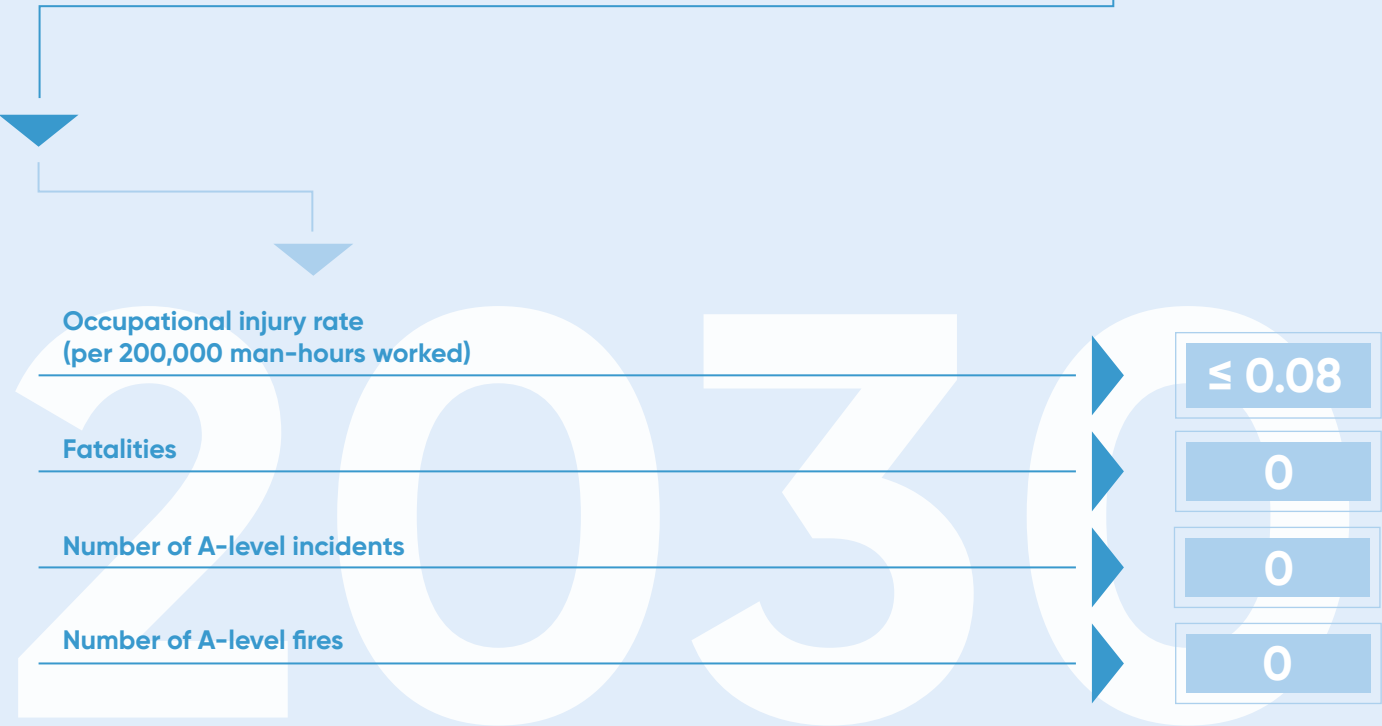
- [OHS Policy](#)
- Fundamental OHS rules
- [Industrial and fire safety policy](#)
- OHS Management System, Industrial Safety Management System, Fire Safety Management System
- Regulations on Accounting, Investigation and Analysis of Production Safety Incidents
- Regulations on the Management of Contracting Organisations in the Area of Occupational Health, Safety and the Environment
- Other health, safety and environmental regulations

Our Strategy

HKEX Aspect B2

In September 2022, the Company’s Board of Directors approved the 2030 Occupational Safety and Industrial Safety Strategy (the “Strategy”), which included key performance indicators, including those reflected in the Company’s Sustainability Strategy to 2035. The strategy is aimed at developing all elements of the occupational safety management system, including ensuring safe working conditions for the Company’s employees and contractors involved in work on the territory of the Company’s enterprises and offices, with a 50% reduction in the frequency of occupational injuries and level A incidents (vs. 2021) and achieve zero level A fatal injuries, industrial safety incidents and fires.

The strategy was publicly presented in September 2022 as part of the annual All-Russian Occupational Safety and Health Week forum.



To achieve the goals set, the strategic project “Safe Labour Conditions” is being implemented.

OHS management system

GRI 403-1, ASI PS 11.1, ASI PS 11.2

RUSAL regularly improves the corporate OHS management system, striving to implement the best global practices. During the reporting period, a number of changes were made to the occupational

health, safety and fire safety management system (HSMS) in accordance with changes to federal legislation.in addition, the Company's unified HSMS was revised and divided into 3 separate management systems for the relevant areas, covering all business divisions and enterprises:

Occupational health, safety and fire safety management system (HSMS)

- prevention of injuries and occupational diseases of employees and contractors wherever they are

Industrial safety management system

- prevention of accidents and incidents at hazardous production facilities operated by enterprises

Fire safety system

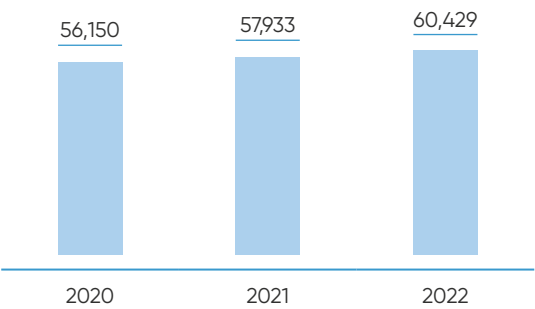
- organisation of a unified system approach to ensuring fire safety at Company enterprises

These changes are related to the fact that 3 lines of business are governed by various areas of legislation and are subordinate to various supervisory bodies, in accordance with which a Department of Occupational Health and Safety was established in RUSAL in 2021, which includes specialized specialists for each area. In accordance with the requirements of international health and safety standards, the Company's HSMS is certified by a recognized International Accredited Society of Registrars and Classifiers as complying with ISO 45001, and compliance is confirmed annually.

In 2022, the Company re-certified ISO 45001 at those enterprises that already hold such certificates:

- JSC RUSAL Management;
- JSC RUSAL Krasnoyarsk;
- PJSC RUSAL Bratsk;
- PJSC RUSAL Bratsk, Shelekhov;
- JSC RUSAL Novokuznetsk;
- RUSAL Sayanogorsk JSC;
- JSC RUSAL Achinsk;
- JSC RUSAL Ural's Vodgograd branch RUSAL Volgograd Aluminium Smelter;
- OOO VALKOM-PM;
- Mykolaev Alumina Plant.

Number of people covered by the OHS system



There are currently no plans to include new entities in the certification perimeter.

In 2022, the health and safety system covered 60,429 employees, which is 4% more than in the previous reporting period.

Workplace safety culture

The development of safety culture is the basis for the implementation of the adopted Strategy. The Company plans to reach the Strategy goals by enhancing the workplace safety culture among employees through a number of measures:

- developing leadership competencies of managers and safe conduct skills of each employee
- encouraging personal and collective motivation of employees to comply with OHS requirements
- consciously rejecting unjustified risk and dangerous actions, developing the habit of safe behaviour at work and at home
- concern for the safety of others, as well as teamwork to identify risks to eliminate them

face-to-face interviews were conducted with senior management of the enterprises and more than 1,000 employees were interviewed.

Safety culture assessment was based on the DuPont methodology using the Bradley curve. The results of all audits performed show that at present the safety culture level at Company facilities correspond to the dependent and independent levels of maturity within the Bradley curve, which according to publicly available data does not differ on the whole from the situation in the largest metals companies in the Russian Federation.

The Company's goal by 2030 is to completely switch to an independent level of the OHS culture maturity.

The Company's employees and contractors have sufficient authority to suspend and stop work in the event of the appearance of a potential danger, for example insufficient qualifications, unclear understanding of the task, changes in working conditions at the workplace, and malfunctioning equipment. At the same time, the Company guarantees that no penalties will be imposed on the employee who has notified of the danger.

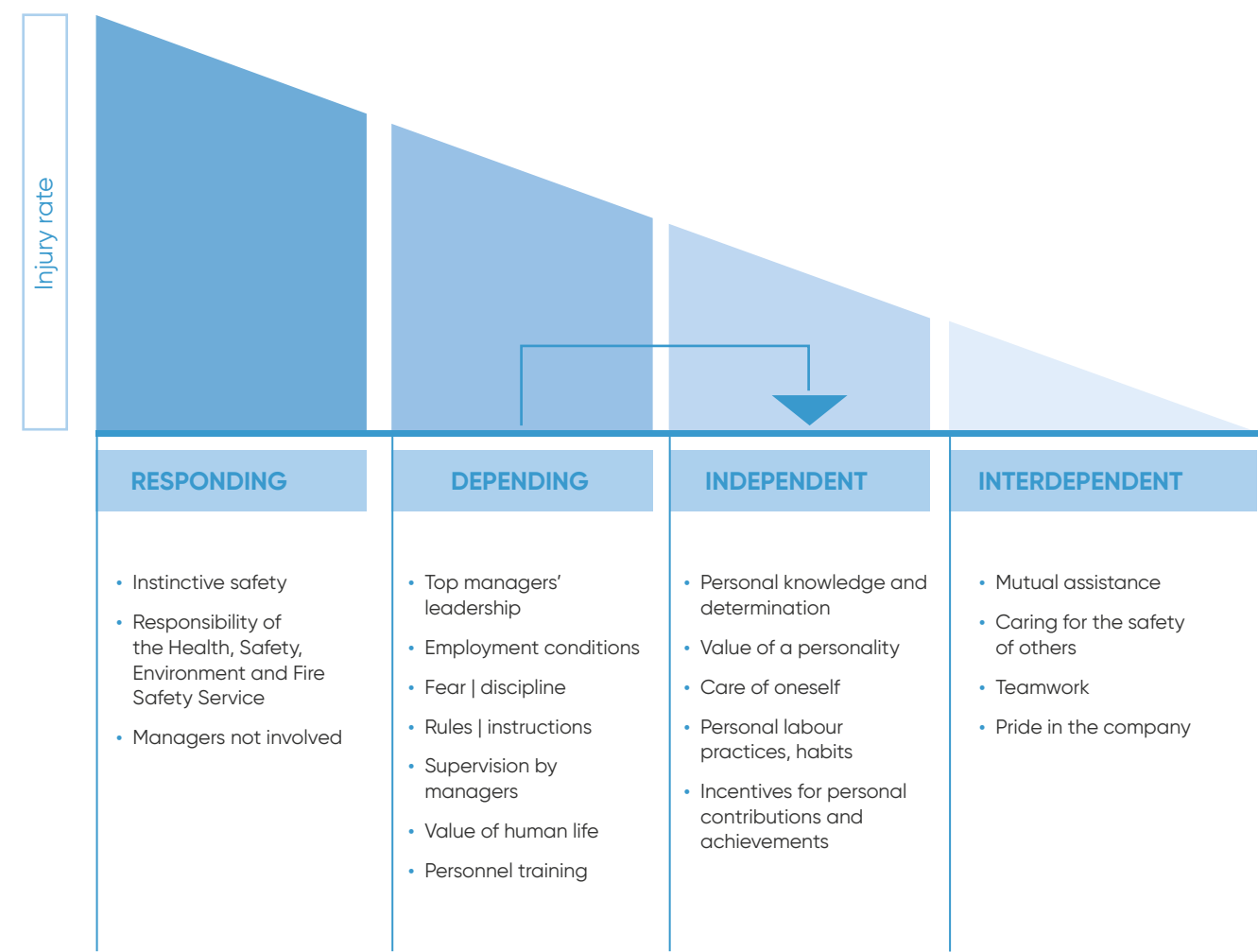
GRI 3-3

For many years, RUSAL has been working to raise employees' awareness of OHS and fire safety measures.

On the days of the Russian National Occupational Safety Week, RUSAL was represented by a team of six young specialists, who took the third place in the Modern Occupational Health and Safety Trends case battle.

GRI 403-2, GRI 403-4

Development of the OHS Culture is the basis for implementing the adopted Strategy. Starting from 2020, the Company's enterprises perform an expert assessment of the workplace safety culture. In 2022, the Company audited the safety culture at four enterprises: RUSAL Volgograd, the branch of PJSC RUSAL Bratsk in Shelekhov, RUSAL Krasnoturinsk, JSC RUSAL Boxitogorsk. As part of the audits, 15



Feedback from employees on the appearance of production risks and dangerous situations is important for RUSAL. To provide employees with information on any OHS risks, RUSAL has a number of feedback channels:

- OHS briefings and meetings;
- three-stage control logbooks;
- RUSAL's internet resources (internal and external), including the "Look Around" program;
- SignalAL hotline;
- trust boxes – special mailboxes that employees can use to send written complaints and proposals.

The effectiveness of these communication channels is confirmed by the identified 376,105 potentially dangerous situations over the reporting period. All messages received were processed, remediation

officers were appointed, the remediation process was monitored: 97% of the identified violations were eliminated, and additional time and financial resources were required to eliminate the remaining violations (planned).

As part of the work of the SignalAL hotline to receive requests on issues of the environmental, social and economic impact of RUSAL, in 2022 47 reports were received from local residents on health and safety issues, which were worked out by the relevant employees of the Company.



For more information about the SignalAL trust service, including the nature of calls to the service, see the Ethics and Integrity section, p. 140.

Risk identification and management

GRI 403-2

The Company is focused on competent and effective management of health and safety risks. There were no significant changes in the system, the purpose of which is to assess and identify risks at all levels and facilities of the Company, in 2022.

Each operation that poses a risk to the life and health of RUSAL employees or contractors is evaluated and controlled by responsible persons. The system itself is assessed every four months, and all changes are reflected in the corporate risk map and risk map of the relevant object. The Division of Control, Internal Audit and Business Coordination shall inform management and the Board of Directors of the Company on a quarterly basis of the changes made and measures taken to reduce the identified risks.

All the Company's divisions have their own health and safety risk assessment methodologies, but in 2022 RUSAL began work on creating a uniform methodological framework for this process. The Company was based on the practice of the Downstream division, which will be updated taking into account the changed legislation and existing practices in other Divisions and replicated to all enterprises. The regulations are expected to be issued in 2023, and the transition to a single methodology will be carried out over the next 2-3 years.

In addition, in 2022 the Company created a special working group to replicate best practices. The working group is represented by employees of enterprises that have already had experience in implementing various practices. She will evaluate the performance of various projects and then develop recommendations on how to improve them and implement them in other enterprises. One of the most important areas of work of the working group for 2023 is road safety. The working group includes employees of the OHS departments of 8 different Company enterprises (including foreign enterprises), with the possibility of involving colleagues from other divisions as experts. As part of the group's work, it is planned to visit enterprises, exhibitions and conferences to study best practices, technologies and tools in occupational safety.

In 2021, the Downstream Division developed a special course on health and safety risk assessment. In 2022, managers and specialists of the divisional enterprises were trained on this methodology. In the future, this practice is planned to be extended to other facilities.

At the end of 2021, the same division also implemented a project to install projecting flashlights and sound alarms on the non-flat floor vehicles used. The Company has assessed the efficiency of the project at a high level and in 2022 started implementing this equipment at Krasnoyarsk Aluminium Smelter.

RUSAL's case study Look Around project

GRI 403-2

In 2019, RUSAL launched the Look Around project in the Downstream Division. The initiative involves the participation of all employees in the daily identification and elimination of dangerous factors. Information on the identified dangerous situation is sent to the responsible person through a special programme. Thus, any identified violation can be eliminated as soon as possible.

In 2022, the Downstream division continued to implement the program. The number of identified hazards increased by 2 times compared to 2019. In addition, there has been an increase in the number of risks identified and eliminated. In total, 29,434 hazards were identified in 2022.

In 2023, the Company will issue regulations that will make it possible to reproduce the project to enterprises of other divisions.

Security initiatives and projects in 2022

HKEX KPI B2.3

An important component of RUSAL's activity is monitoring and implementing best OHS practices from all over the world. This is due to the Company's desire to protect its employees and maximise their safety. In 2022, RUSAL continued to implement its security initiatives and also developed new projects:

Implementation of the Safety Culture project

- Continued assessment of safety culture at 4 enterprises per year

Implementation of the Vision Zero initiative

- Continued implementation and initiatives are reflected in the Company's Occupational and Industrial Safety Strategy 2030

Launch of an unsafe behaviour of employees assessment project

- Carried forward to 2023

Involvement of managers and senior executives and development of their leadership qualities through behavioural audits

- 14 CEOs of the Company's enterprises have received training on OHS leadership and employee involvement in these issues
- 119 executives and specialists received classroom training in the Basics of Safe Conduct programme at 5 pilot enterprises

In addition, in 2022 the Company implemented a number of measures as part of the programme to implement advanced systems for preventing personnel error (Lockout/Tagout (LOTO), hazardous zone alarm, labelling, and prevention of hazardous zones:

Goal:

Launch a programme to implement advanced systems for preventing erroneous actions of personnel (Lockout/Tagout (LOTO), alarm of hazardous areas, labeling and prevention of hazardous areas, etc. at the Company's pilot enterprises

LOTO implementation:

- completed on site No. 8 of the leaching and blending shop of continuous leaching module No. 2 at RUSAL Kamensk-Uralsky;
- organisation of work on the implementation of systems at the enterprises RUSAL Achinsk and RUSAL Boxitogorsk

Equipment of truck trucks:

a light and sound indication of the installed power take-off box (PTO) and a sound alarm (buzzer) has been established to identify the body raised by the driver

Equipment for lift trucks:

Projectors have been installed with an indication of the light border when moving backwards on SKAD loaders (Divnogorsk)

Equipping of bridge cranes:

LED warning projectors on SCAD bridge cranes (Divnogorsk) have been installed

Performance results

The Company is deeply concerned by the fact that in 2022, four employees of the Company and one employee of a contractor organisation lost their lives as a result of the accidents, despite the desire of RUSAL to achieve zero fatal accidents. The Company expresses condolences to the families and friends of our colleagues and deeply regrets these irreparable losses.

GRI 403-9

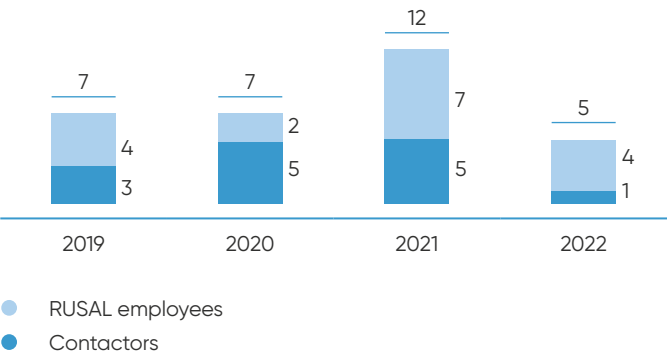
In the reporting period, the main causes of serious and fatal injuries at RUSAL enterprises were errors caused by the human factor and breaches of safety requirements committed by both the people who suffered fatalities and other employees when performing work.

One of the most serious accidents of 2022 was an incident at the Bratsk Aluminium Smelter, when an employee of the plant ran a diesel lift truck through a bunker with an anodic mass, overturning it on another employee. During the investigation it was established that the employee who operated the lift truck did not have the relevant training and access, and began to manage him/her independently, taking the left keys in the booth. After the incident, the Company conducted additional trainings to check the knowledge of all lift truck drivers, and changed the system for issuing and controlling keys (including the removal of all service keys). Checks of lift truck drivers became mandatory when visiting the production zone. These measures were replicated to all enterprises of the Aluminum Division.

RUSAL regularly analyses incidents and accidents. The Company conducts a thorough investigation of all incidents in accordance with the requirements of the national legislation of the country of presence, as well as using internal practices through the performance of a full assessment of OHS risks. These measures allow the Company to identify weaknesses and constantly improve the system of OHS measures.

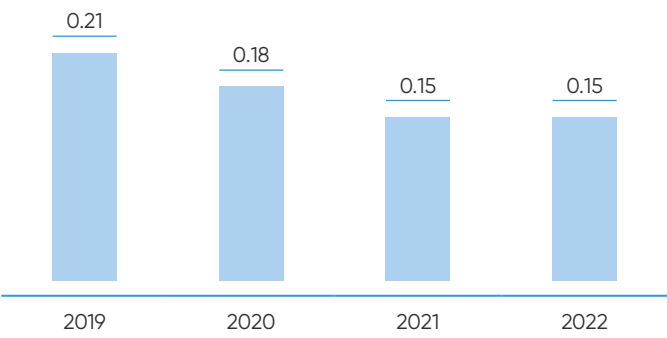
The main OHS indicator is the Lost Time Injury Frequency Rate (LTIFR). In 2022, this figure was 0.15, unchanged from the previous year.

Number of fatalities among RUSAL employees and contractors

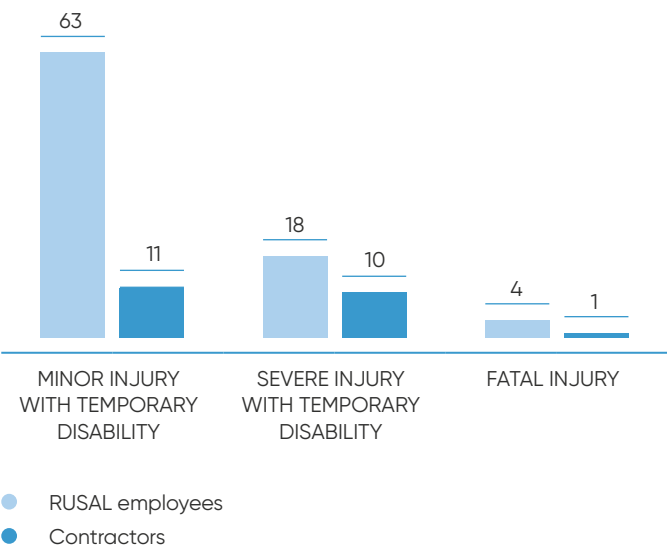


LTIFR per 200,000 man-hours

GRI 403-9, HKEX KPI B2.2



Registered accidents among RUSAL employees and contractors

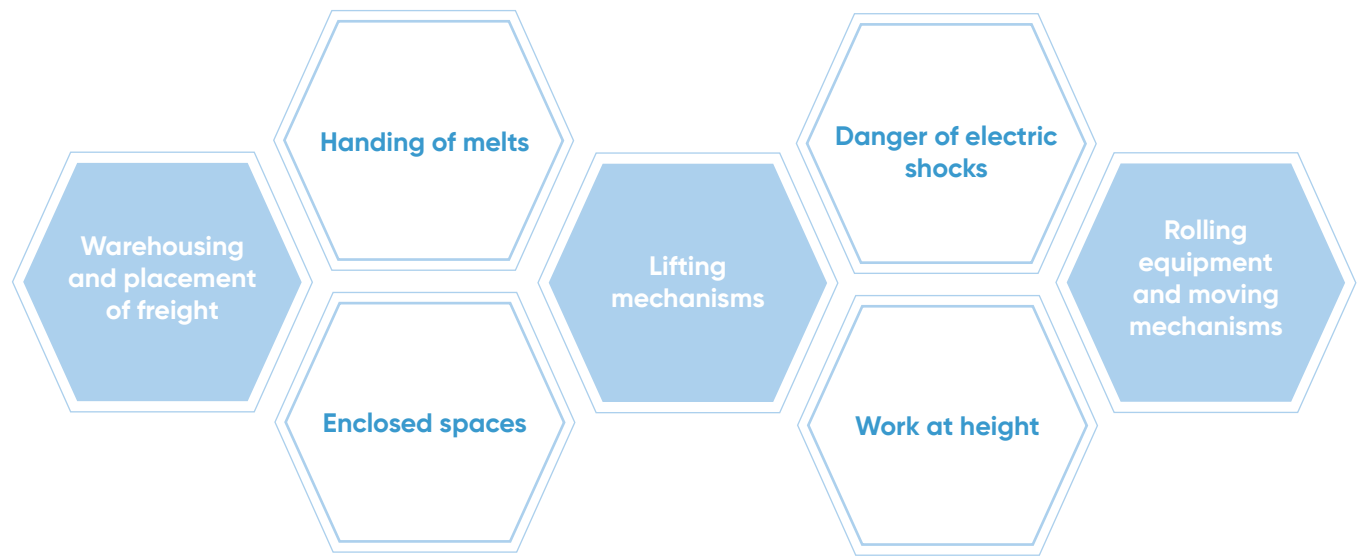


During the reporting period, 85 accidents were recorded among RUSAL employees and 22 among employees of contracting organizations. The most common type of production breaks (legs and arms) in case of falls due to slips and stumbles.

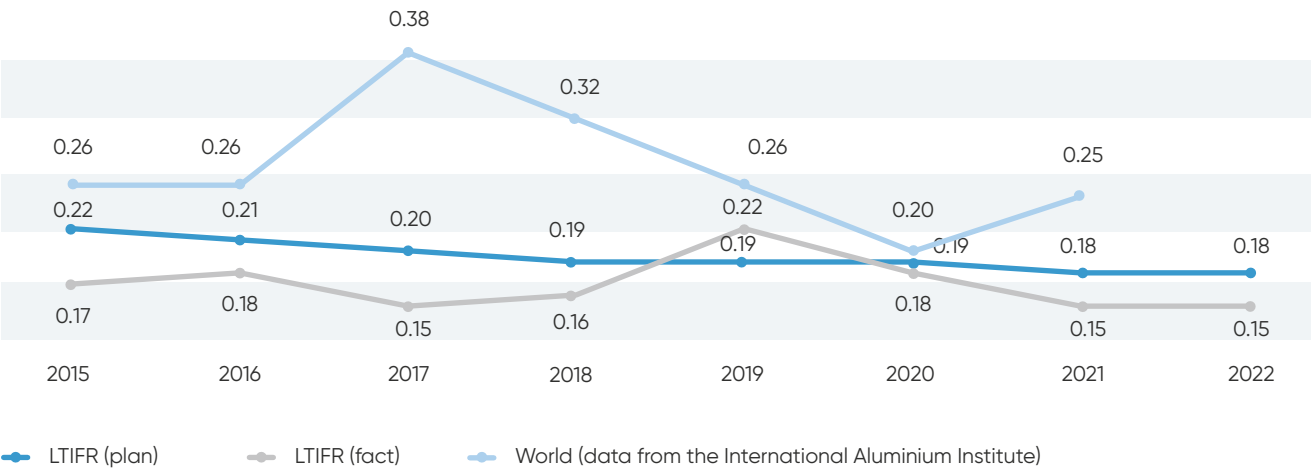
In addition, 2022 saw the registration of 198 micro-injuries for all the Company's enterprises, 3 microinjuries for ECM, LLC and 10 microtraumas for contractors.

In order to reduce the number of fatalities, the "Take Care of Your Life!" methodological guidelines were approved by the order of the Company's General Director and communicated to employees in the reporting period; those guidelines identify 7 key hazards at work and key security requirements:

Methodological recommendations "Take care of your life!"



The materials of the methodology are included in all OHS trainings, and knowledge is checked during circumvention of production sites.



According to international statistics (according to the International Institute of Aluminium), the level of injury at RUSAL enterprises is lower than the average among enterprises in the aluminum industry.

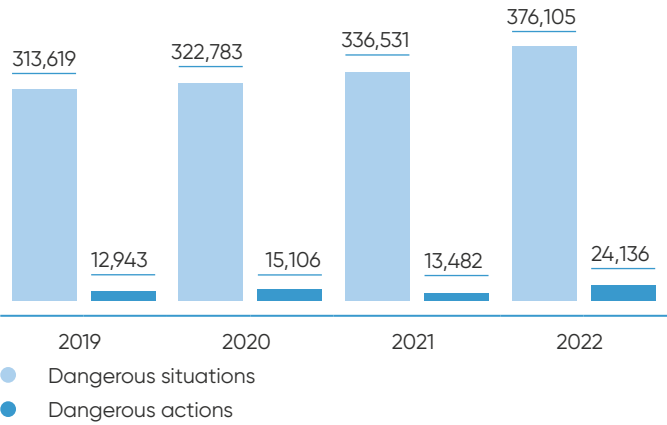
GRI 403-9

In 2022, RUSAL enterprises recorded 376,105 dangerous situations and 24,136 dangerous actions (including ECM LLC). The total number of identified hazardous situations increased by 4% compared to the previous year, and the number of hazardous actions increased by 61% compared to the previous period, the largest increase in identified hazardous actions (by 4 times) took place at the branch of PJSC RUSAL Bratsk in Shelekhov.

In 2022, the Company's facilities paid special attention to personnel behaviour and conducted unscheduled trainings to discuss hazardous factors related to the work of employees. As much attention was paid to moving people around the enterprise and developing safe behaviour skills for employees.

In order to prevent further injuries, the Company sets itself the following goal for 2023 and the medium term:

Identified dangerous situations and actions¹



within the framework of the adopted Strategy, perform work on updating documents, analysing and further minimising the number of accidents.

Training

GRI 403-5

Training of all personnel is an integral part of ensuring health and safety at the Company. For that purpose, RUSAL has a number of measures in effect:

- provides regular training and briefing, including introductory, primary, recurring, unscheduled and targeted trainings, which are mandatory even for employees whose work is beyond the scope of established day-to-day duties;
- train employees in first aid and emergency or accident procedures;
- informs employees about changes in legislation, as well as the results of the investigation of accidents and accidents at unscheduled briefings and briefing sessions prior to the start of the shift.

RUSAL adheres to the policy of accessibility of information and training materials for all, and as part of training programmes organises courses for employees using its own corporate e-learning system. The Company strives for employees to take more responsibility for personal development. In addition to training under the main programs in accordance with the legislation of the Russian Federation, in 2022 the Company conducted

a number of events to improve the safety culture of employees, including training:

- Heads of enterprises under the SafeStart system;
- Senior management of the "Leadership in Occupational Safety" and "Basics of Safe Conduct" programs;
- Coaches on Behavioral Security Audit and Basics of Safe Conduct programs;
- Employees of the health and safety departments were held at the central company to establish two-way communication and create a talent pool;
- Employees under the "Look Around" (420 participants), "Internal Investigations" (145 participants), "Hazard Identification" (123 participants) and "Risk Assessment" (539 participants) programs organised by the enterprises of the Downstream division.

General Director training was organized in the Downstream Division as part of the IOSH Safe Management course; Meetings with the CEO are held regularly.

In 2022, the Company also trained 14 general directors of the Company's enterprises on leadership in OHS and employee involvement in these issues.

¹ Due to a change in methodology, data for 2022 are presented including the main contractor ECM LLC, for 2019–2021 these data are not included

The company also develops special trainings and implements safe production programs. The latter include the Basics of Safe Behavior program, which is aimed at developing a conscious attitude of employees to OHS issues by analysing the mistakes made.

The total number of hours spent on training one employee is 24.8 hours per year, which is 33% less than in 2021. During the reporting period 54 exercises and 7 emergency actions were performed.

In 2023, RUSAL plans to launch health and safety trainings in the form of e-courses to ensure maximum coverage of employees. In addition, the Company is working on developing a new training course on the rules of conduct in winter season in order to reduce the number of cases of slip both at the Company's enterprises and outside.

RUSAL has launched new methodological training equipment and training sites for practical training of employees. In 2022, modern simulators were purchased to provide first aid at Krasnoyarsk Aluminium Smelter. It is planned to purchase such equipment for Novokuznetsk Aluminium Smelter in 2023, and to implement this practice at all plants in future.

Measures have also been taken at the Company's enterprises to upgrade the qualifications of employees providing training in the rules for the provision of first aid. In future, it is planned that the employees of the RUSAL medical centre will be engaged to perform these events.

The Alumina division continued to launch landfills to develop closed-space skills.

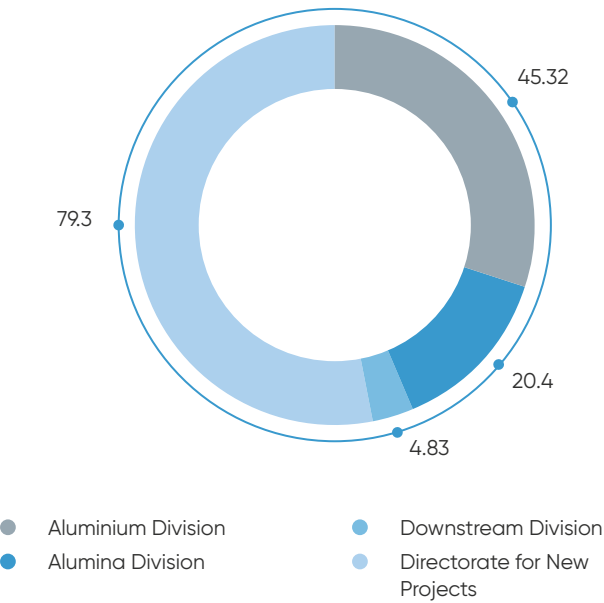
Being guided by the sentiment of the Russian National Occupational Safety Week, RUSAL provided employees with trainings on the principles of safe conduct and creative competitions among employees and their family members in 2022.

In 2021, the Company began developing Regulations on Positive Motivation in order to increase employee engagement in OHS and fire safety issues. This Regulation was implemented in 2022, and the effect of implementation will be possible to assess in the

GRI 403-5

Average number of training hours per employee (permanent staff), hours

EM-MM-320a.1



medium term. In 2023, the Company will continue to work on improving this area.

The involvement of employees in the process of identifying dangerous actions and dangerous conditions has not changed; Look Around remains the primary project in this area. In 2022, 29 434 reports were received from employees on hazardous actions and hazardous conditions. The communication channels used to report identified violations and the mechanisms for responding to these reports remain the same.

The Company sets the following goals in the area of safety training and culture in 2023 and the medium term:

- Implementation of a uniform approach to behavioral security audits;
- Implementation of a uniform approach to assessing risks at workplaces;
- Development of a conscious attitude to occupational safety at enterprises using all means of communication.

Health protection

RUSAL strives to strengthen and protect health at work, as well as to promote the well-being of employees by improving the corporate healthcare system, preventing occupational diseases and creating comfortable working conditions. For this purpose, medical centres are operating at all Company enterprises to perform pre-and post-shift examinations and provide first and other emergency medical care to employees.

The network of medical institutions located in the regions where RUSAL operates is managed by RUSAL Medical Centre (RMC). These institutions not only conduct annual medical examinations and preventive measures for Company employees, but also provide outpatient and polyclinic services under the mandatory medical insurance programme, under which local residents can also receive medical care. In addition, if necessary, the Company compensates expenses on the performance of surgery operations and medical procedures for employees.

RUSAL's case study
Managing Ebola in Guinea

GRI 203-2

RUSAL actively helps regions of presence to resolve public health crises.

In 2015, the Company financed the construction of a medical research and treatment centre in Guinea, where the vaccine was tested in order to obtain certification and the possibility of its use to prevent the spread of Ebola.

In subsequent years, more than 60% of patients with fever were successfully treated in this centre.

Medical departments of RUSAL

GRI 403-3, GRI 403-6, HKEY KPI B2.3

The Company takes care of its employees and their health, trying to minimise occupational illnesses. RUSAL is actively involved in the provision of a wide range of medical services to employees under the corporate healthcare programme. The Company's medical services comply with the best international health protection standards and the laws of the countries of presence.

The main areas of health care work in 2022 are as follows:

- Primary health care, including specialized and emergency medical care in the event of injury or illness of employees and their family members;
- Performance of mandatory medical examinations, examinations and expert evaluations (preliminary and regular medical examinations, pre-shift and pre-voyage medical examinations, mandatory mental examination, examination of temporary disability, expert examination of profitability);

- Dynamic observation of employees "health, timely detection of illnesses, including occupational diseases, and their early signs, formation and medical support of risk groups for the development of occupational illnesses;
- Preventive and rehabilitation measures;
- Medical support as part of the fight against the coronavirus disease;
- Vaccination (anti-influenza, anti-glucing, antimonopoly, anti-oncovirus);
- Drug testing of personnel (including on a raiding basis);
- Sanitary and educational work (health schools, whistleblowing days, first aid training).

Implemented prevention programs aimed at reducing the risks of diseases and occupational hazards:

- Heart disease prevention program;
- Breath disease prevention program;
- Program for the prevention of musculoskeletal diseases;
- Prevention program;
- Program for the Prevention of Illnesses with Temporary Disability Using Low-Cost Technologies (Targeted Lectures on Basic Nosology, Blank Products - Leaflets, Bulletins, Videos/Presentations);
- Medical examinations.

In order to prevent and reduce occupational illnesses, physiotherapy rooms, physical training halls, O&G halls, and day care facilities operate in a number of locations.

The Company also performs large-scale campaign work (prepares and distributes leaflets to employees, speeches in the corporate media, etc.) on employee vaccination, prevention of diseases and first aid.

In 2022, several significant changes took place in the work of the Company's medical divisions, first of all the range of services provided was expanded. The Company sends narrow specialists to cities (Bratsk, Achinsk, Sayanogorsk) and regions (Krasnoyarsk krai, Republic of Khakassia) with inaccessible medical care and a shortage of specialists to conduct scheduled consultations 2-3 times a year. As a result, the Company provides employees and their family members with the necessary medical advice. The most popular specialists are pulmonologists, allergologists, gynaecologists, endocrinologists and cardiologists. If emergency consultations are required, employees are sent outside the region of residence, including to federal centres.

One of the new areas of medical support for employees was the opening in 2022 of a psychological support line – a hotline for professional psychologists to receive calls from employees during working hours. Psychologists help employees deal with stressful situations and find solutions to a variety of problems. The structure of appeals is dominated by the stress associated with the political situation in the country, work, conflicts and difficulties in communicating with relatives.

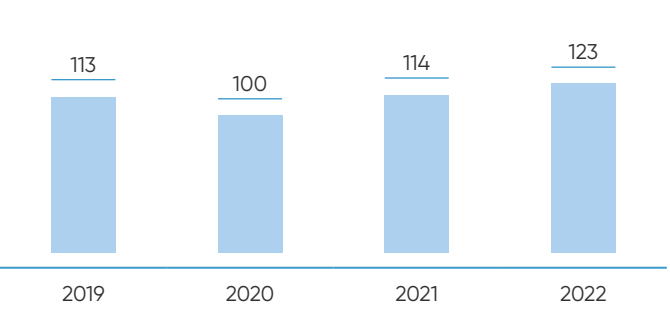
The medical center continues to work in preventive areas, including the opening of a daily hospital in Krasnoyarsk and Kamensk-Uralsky in 2023, and the opening of a new polyclinic in Krasnoyarsk, which includes a prevention department with a halocamera, physiocabinet and a medical physical training hall. Phytotherapy programs, oxygen cocktails and vitaminisation are actively used in the regions.

The level of occupational disease in the Company does not exceed the national average. Due to the periodical termination of scheduled work of occupational pathology centers, there has been a slight decrease in the number of occupational diseases in the previous 2020. In 2022, 123 cases of occupational diseases were registered, 103 of them with Sevralsboksitruda

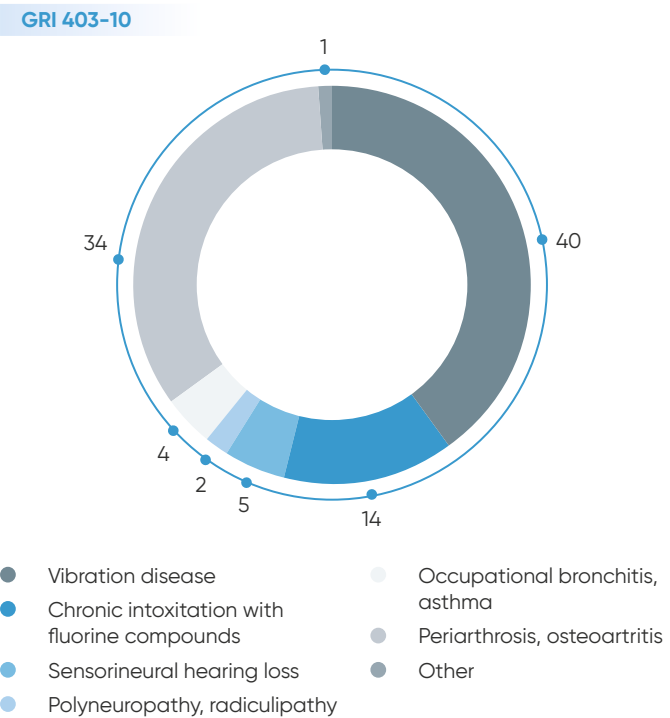
employees, due to the specifics of underground work. In addition, thanks to the provision of modern diagnostic equipment to the medical center, professional development of medical personnel, the early detection of occupational illnesses increases, which makes it possible to start rehabilitation, treatment and extend the working life without disability.

In 2022, the main share of occupational diseases is accounted for by a breakdown disease of 49 cases or 40%, by periarthrosis and osteoarthritis of 42 cases or 34% for the year. Compared to 2021, the number of cases of neurosensory acuity has decreased, and the number of cases of ferrous intoxication has increased.

Changes in occupational diseases¹



Structure of registered occupational diseases, %



In the reporting year, the Company's enterprises performed a special assessment of working conditions for more than 1,000 jobs, of which 156 were assigned class 3.3. The most common harmful production factors were the noise and severity of the work process.

RUSAL was included in the Social Insurance Fund's pilot project on prevention of occupational diseases in 2023. It is planned that about 250 employees will be sent for recovery, with initial signs of the impact of harmful production factors.

- RUSAL conducts a range of measures aimed at preventing occupational diseases:
- Control over vacation time compliance, mandatory separation of employees from the harmful factor and its impact;
 - Timely detection of diseases and quality performance of all diagnostic studies;
 - Encouraging employees to report symptoms of illnesses;
 - Implementation of disease prevention programmes.

In the reporting period, the Company also continued to implement a programme to prevent illnesses leading to temporary disability. The main measures under the programme were prevention of cardio-void diseases and musculoskeletal diseases. The level of sickness at the 1 of the employee in 2022 was 8.27 days.

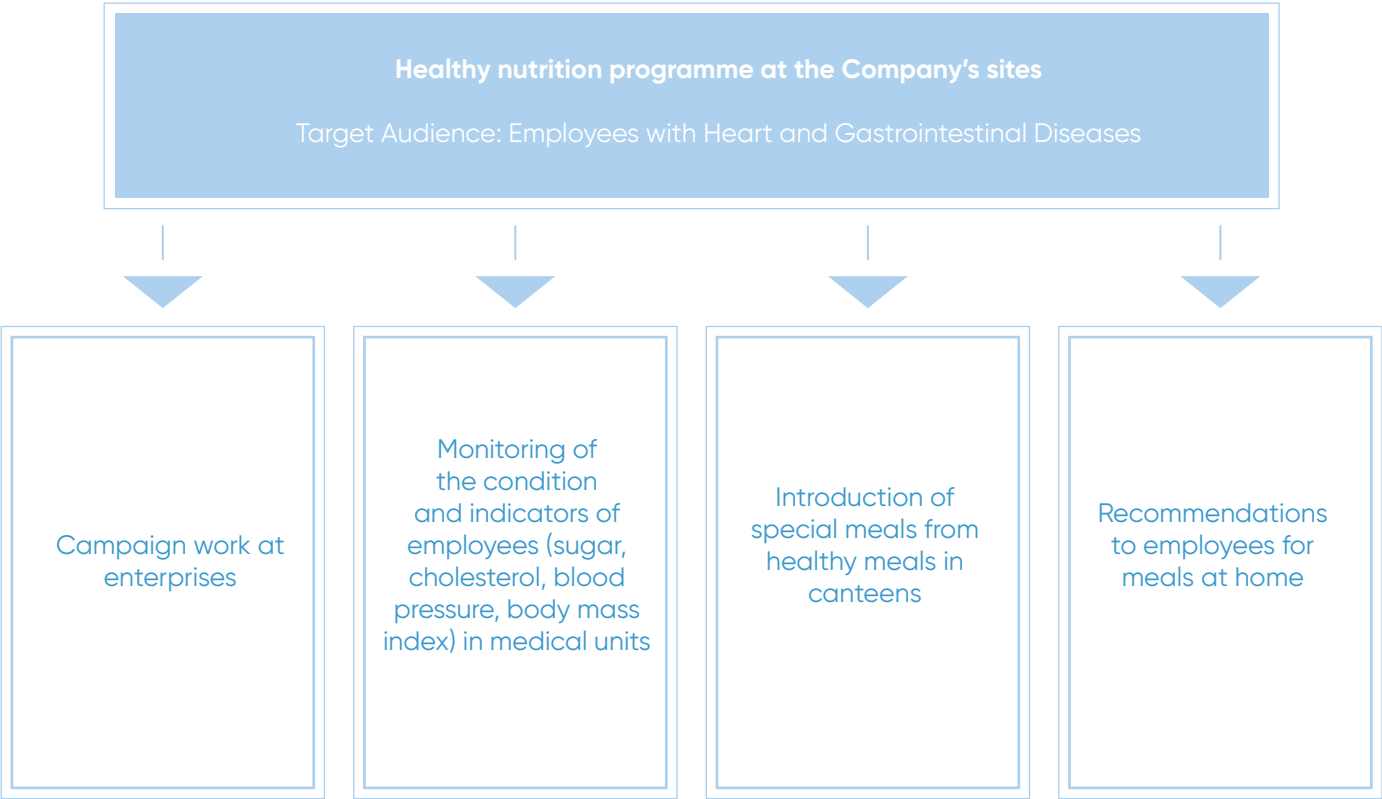
The largest number of lost-time days per employee was recorded in the Directorate of New Projects – 10,56. The lowest number of days of disability (1,03) at the end of 2022 was noted in the Finance Directorate. As compared to 2021, lost work days decreased by 0.08 points, or 1%. The highest share of temporary disability is due to breath diseases (37,3%), with musculoskeletal diseases (21.4%) being the second highest, and domestic injuries (18%).

Medical departments are equipped with everything necessary to prevent leading groups of diseases. For example, in order to prevent diseases of the respiratory system, there is a use of umbrella, physiotherapy rooms, neurologists work to prevent musculoskeletal diseases, and in cases of domestic injuries early rehabilitation is provided using special equipment and simulators.

RUSAL strives to create the conditions necessary for the Company's personnel to make hard work easier. In June 2021, a draft state standard was adopted to regulate the use of industrial exoskeletons. Work to prepare regulations covering the use of exoskeletons in production continued in 2022, and tests of exoskeletons were performed at a number of the Company's facilities. However, GOST System of Occupational Safety Standards governing the use of industrial exoskeletons was not registered in the reporting period.

- The Company sets the following health goals for 2023 and the medium term:
- To continue and expand the work of all existing programmes;
 - Focus on prevention of cardiovascular diseases, develop advanced medical examinations for their identification and treatment;
 - To open a new state-of-the-art clinic equipped to provide a wide range of services on the territory of the Krasnoyarsk Aluminium Smelter in 2023;
 - To repair polyclinics in the cities of the Company's presence in order to increase their service content and eliminate their non-compliance with the norms;
 - To develop programmes on drug testing and alcohol dependence;
 - To implement the pilot project "Healthy Nutrition" at industrial sites.

¹ The statistics do not include cases of first-time identified occupational diseases in the post-contact period.



Contractor engagement

RUSAL applies the requirements on compliance with labour safety rules to the personnel of contracting organisations working on the production sites of Company enterprises. Interaction is regulated by a special Regulations on Contractor Management in the Area of Occupational Health, Fire and Industrial Safety at Industrial Facilities. These Regulations establish standards in the area of assessment, information and monitoring of contractors and subcontractors for compliance with industrial, fire and environmental safety measures. RUSAL regularly reviews contractors for compliance with these requirements and takes the necessary measures to ensure a high level of security among them.

In addition, the Company is currently preparing to update the existing regulations on the management of contracting organisations.

The system of penalties against contractors for violation of OHS and fire safety rules continued to operate in the reporting year. In accordance

with the Regulations on Progressive Motivation, behaviour modification begins with oral comments, interviews and fines. For example, in the Aluminium Division alone the total amount of fines exceeded RUB 2 million.

GRI 2-27

During 2022, 1,674 audits of contractors were conducted, during which 4,604 violations were identified. As a result, 295 security interviews were conducted, 307 employees were held liable, and 6 of them were dismissed.

In addition to the existing collective responsibility order, pursuant to which if a violation is discovered on the part of one of the contractor's employees, the entire team shall be removed from work until the violations have been eliminated and the relevant interviews, briefings and training have been conducted in the OHS department, in the Downstream Division also demonstrates so-called 'blacklists' with examples of the consequences of hazardous actions. The Company is currently collecting best practices in this area from all divisions in order to standardise the process in 2023.

Fire safety and emergency readiness

GRI 403-7, HKEX KPI B2.3

In 2022, there were no accidents and incidents affecting the lives and health of employees and contractors. At the same time, RUSAL organises and implements measures to prevent emergencies (the "emergency situations") caused by both natural disasters and industrial accidents; in particular, all Company enterprises are equipped with modern response equipment to ensure the safety of employees. Each enterprise has a financial reserve to implement the necessary measures to localise and liquidate emergencies.

In 2022, the Company's technology-driven emergency readiness divisions performed the following tasks and measures:

- Assessment of the reliability and safety of storage tanks for chemicals and oil products at seven enterprises. During the assessment, the Company emptied, cleaned, and inspected 2 tanks using instruments to forecast their residual life;
- Technical audit of hazardous production facilities in operation at 14 facilities. Industrial safety audits cover 189 hazardous facilities;
- Technical inspection of production buildings and facilities in use, 21 premises at 6 plants;
- Implementation of a number of projects to implement systems to prevent unsafe actions of personnel.

In 2023, the Company plans to continue these measures with the possibility of expanding the coverage of enterprises.

All employees undergo regular theoretical and practical trainings and exercises in accordance with their duties in relation to emergencies. This approach makes it possible to minimise risks in the event of emergencies, to prepare employees as much as possible for emergencies, and thereby to improve their safety. In addition, the Company performs a detailed analysis of each emergency situation, subsequently informing employees of the results of the investigation.

All enterprises have contracts with professional emergency response teams, which are obligated to localise and liquidate the accident and its consequences in case of emergency. In 2022,

two exercises were held with employees with the involvement of representatives of the Ministry of Emergency Situations.

The feedback mechanisms that allow interested parties to report on emergencies and their risks did not change in the reporting year.

Fire safety

RUSAL uses all available resources to ensure a high-level, continuous operation and improvement of the fire safety system.

In order to directly manage the work of all the Company's divisions and effectively perform a set of fire safety measures in 2022, the position of the Head of Fire Safety was added to the staffing table.

The Company regularly performs a comprehensive analysis of the regulatory legal acts of the Russian Federation on fire safety. In 2022, RUSAL specialists took part in the Industrial Safety Working Group of the Sub-Commission on Improving the Control (Supervisory) and Licensing Functions of the Federal Executive Authorities of the Government Commission for Administrative Reform on the Development, Introduction of Amendments and Revision of:

- resolution of the Government of the Russian Federation "On the Introduction of Amendments to Resolution of the Government of the Russian Federation No. 841 On the Approval of the Regulations on the Organisation of Training of the Population in the Area of Civil Defence";
- resolution of the Government of the Russian Federation No. 1479 "On approving the rules of the fire safety regime in the Russian Federation";
- order of the Ministry of Emergency Situations of Russia No. 467 "On approving the regulations on fire and rescue garrisons".
- In order to monitor the state and assess the compliance of the Company's facilities with mandatory fire safety requirements, in 2022 internal audits were performed at the following enterprises:
 - Achinsk Alumina Refinery;
 - Bratsk Aluminium Smelter;
 - SAYANAL;
 - Sayanogorsk Aluminium Smelter;
 - Taishet Anode Plant;
 - Taishet Aluminium Smelter.

In 2022, practical trainings on using personal protective equipment and primary fire extinguishing equipment were conducted to practice employees' actions when in smoke space, to foster psychological readiness for danger, and to develop self-control. The events were attended by the employees of:

- Achinsk Alumina Refinery;
- Krasnoyarsk Aluminium Smelter;
- Taishet Aluminium Smelter.

In order to ensure fire safety, prevent emergencies and ensure readiness to emergencies in 2023 and the medium term, the Company sets the following goals:

- Update and implement regulations on actions in case of emergency;
- Update and implement fire safety systems;
- To continue work on assessing the condition of buildings and structures and tanks to prevent emergency situations.

4.3. Developing local communities

2022 highlights

USD 33.6 mln allocated for social and charitable programmes

USD 0.8 mln mln allocated for projects and activities abroad

8,261 volunteers, incl.

1,816 corporate volunteers took part in social projects

190 volunteer events

263 beneficiaries of social initiatives in Russia

Contribution to the UN SDGs



Material topics

Local communities

Developing local communities in the Russian Federation

GRI 3-3, GRI 203-2, GRI 413-1, ASI PS 3.1, SASB EM-MM-210a.3, SASB EM-MM-210b.1, HKEX Para 13, HKEX Aspect B8

Respecting the rights of the Company's employees, their families, and local communities to a favourable environment, RUSAL seeks to minimise the negative impact of its operations and contributes to the development and prosperity of the regions where it operates. The Company independently and in cooperation with local authorities implements a

wide range of diverse social programmes developing local infrastructure and constructing of new facilities, organising volunteer movements, developing the healthcare system, and supporting indigenous minorities.

In an effort to improve the quality of life for local communities, RUSAL

- analyses the extent of its impact on the regions of responsibility and constantly improves the tools to explore the needs and expectations of local communities through effective two-way communication;



- makes social investments in the interests and for the needs of the local population and actively participates in infrastructure development;
- creates jobs and enhances training;
- supports small businesses through cooperation with local suppliers and producers;
- contributes to the economic development of regions through the fulfilment of tax obligations;
- invests in areas such as education, culture, health, housing and utilities, etc;
- respects the rights and culture, traditions and customs of indigenous people and small indigenous peoples.

The main principles of RUSAL's activities, commitments and initiatives in the area of local community engagement are disclosed in **RUSAL's Local Community Engagement Policy**, developed in 2022 and prepared for approval in 2023.

When engaging with local communities, the Company is also guided by the Sustainable Development Strategy, in particular, the Sustainable Cities stream.

During the reporting year, RUSAL has put a lot of effort in developing and introducing a social impact assessment (rating) system for programmes and projects and by developing the **RUSAL Responsibility**

Cities Sustainability Index, an analytical tool to assess the attractiveness for living of cities and to prioritise Company's development projects.

Index objectives:

- To make comparative assessment of how attractive the areas where the Company's employees live and work are
- To identify top-priority tracks for social investment in each territory and assess the effectiveness of prioritised measures over the medium to long term.

The index covering

21 territories

used

66 quantitative and qualitative indicators

and

200 primary variables

variables over the period of three years

12 areas of quality of life, environmental and social well-being

such as housing, income and work, health, education, mobility, liveability, environment, safety, community, work and leisure, civil rights and satisfaction were assessed. For each area, leaders and lagging cities were identified, and areas for development were determined.

Key findings of the study:

- The index is topped by regional and district centres with many businesses from various sectors of the economy, due to a significant lead in the Income and Work dimension, as well as positive results in most of the sub-indices.
- The top 5 cities and districts in the index demonstrated consistently high and average performance across the board, with no significant failures in certain categories.
- Tayozhny village and Sharypovsky district (Krasnoyarsk Territory) illustrate that even territories with small populations can be competitive.
- Municipalities in the Irkutsk region showed the weakest results in the index.

The results of the index calculation have been approved by RUSAL's Social Projects Committee and implemented in the draft Social Investment Strategy until 2035.


By 2035









Index objectives:

- To make comparative assessment of how attractive the areas where the Company's employees live and work are
- To identify top-priority tracks for social investment in each territory and assess the effectiveness of prioritised measures over the medium to long term.



Summary table with Index scores by city

						
	Area	Total Index score	Housing conditions	Income and employment	Health	Education
Volgograd Region	Volgograd	55	28	61	63	47
Krasnoyarsk Krai	Sharypovsky District	52	62	54	46	34
Krasnoyarsk Krai	Krasnoyarsk	50	42	73	50	35
Republic of Khakassia	Sayanogorsk	49	51	36	56	43
Krasnoyarsk Krai	Achinsk District	48	53	43	62	50
Kemerovo Region	Novokuznetsk	48	34	65	52	45
Sverdlovsk Region	Severouralsk	48	77	29	38	47
Murmansk Region	Kandalaksha	47	56	48	41	62
Sverdlovsk Region	Krasnoturyinsk	45	48	36	41	48
Krasnoyarsk Krai	Divnogorsk	44	33	43	36	32
Leningrad Region	Boksitogorsk	43	56	30	33	25
Kemerovo Region	Belogorsk	42	48	35	63	37
Sverdlovsk Region	Kamensk-Uralsky	42	53	37	28	37
Republic of Khakassia	Sorsk	41	42	17	54	31
Irkutsk Region	Taishet District	41	32	52	44	36
Krasnoyarsk Krai	Achinsk	41	35	43	50	39
Irkutsk Region	Bratsk	41	35	59	44	26
Krasnoyarsk Krai	Tayozhny	41	54	44	32	28
Irkutsk Region	Shelekhov	41	45	50	41	30
Irkutsk Region	Shelekhov District	40	43	51	42	24
Irkutsk Region	Taishet	37	21	51	50	16

								
	Mobility	Public amenities	Environment	Security	Society	Working and leisure	Civil rights	Satisfaction
	43	62	40	61	88	39	65	64
	56	80	55	51	64	75	62	41
	52	85	48	53	21	43	66	59
	41	31	72	57	55	35	29	51
	37	66	55	29	19	55	54	47
	72	79	35	39	33	47	64	44
	67	58	52	84	31	40	40	58
	62	74	68	46	19	29	14	47
	40	91	26	70	43	40	39	65
	50	62	70	57	50	21	86	44
	41	78	66	62	37	33	36	67
	51	21	50	59	16	25	14	31
	52	87	30	67	26	43	57	68
	40	25	57	41	52	25	38	47
	30	24	47	37	24	29	50	71
	32	57	34	58	14	34	44	55
	52	38	45	59	11	20	47	54
	49	24	56	60	27	15	42	64
	60	63	41	53	12	15	42	52
	48	48	38	34	15	29	31	67
	30	8	49	22	25	13	47	58

GRI 2-29, GRI-413-1, SASB EM-MM-210b.1

To ensure that RUSAL's initiatives meet the most pressing and urgent needs of stakeholders, the Company maintains a dialogue with representatives of various social groups in local communities; feedback is collected through seminars, workshops, thematic meetings, round tables, focus group surveys, working groups with entrepreneurs, active citizens, and non-profit organisations (NGOs). RUSAL coordinates efforts of improving social and economic conditions with local authorities.

GRI-413-1, GRI-413-2

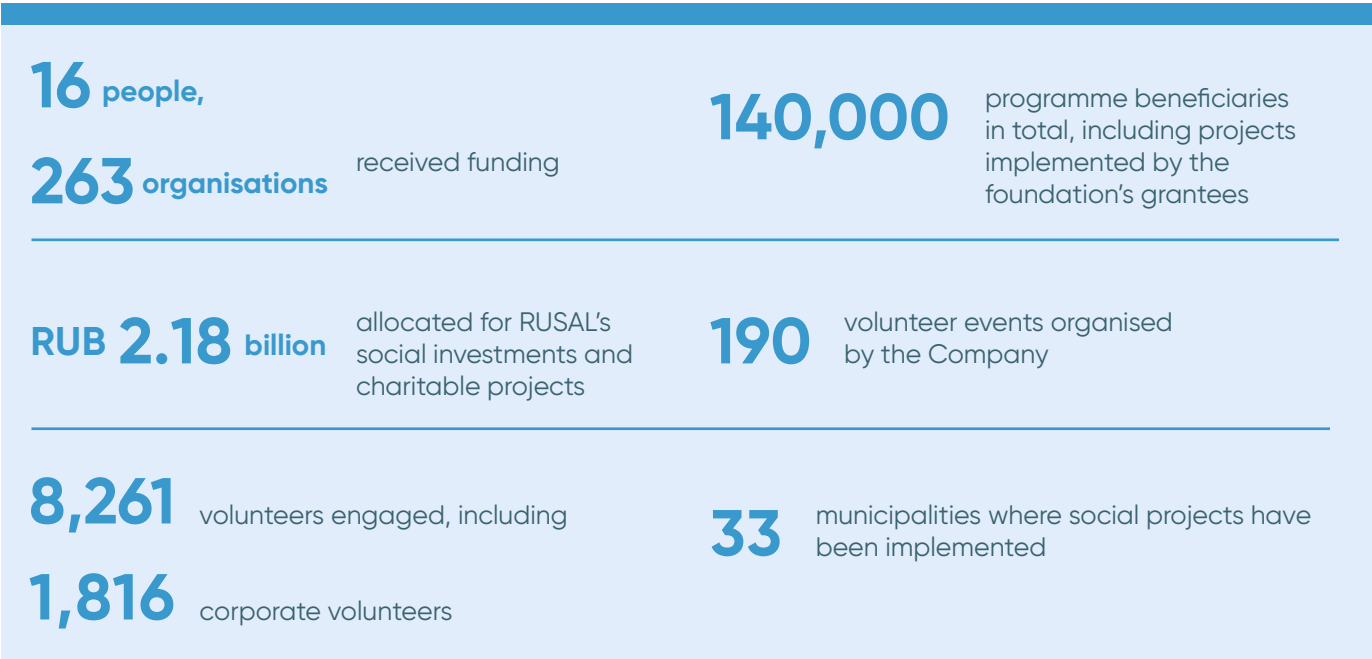
Before launching any new production facilities and making changes to the existing projects, the Company always performs a preliminary assessment of a possible negative impact on the quality of life of local communities and the involvement of citizens and their associations (public hearings, consultations) in discussing the location of new production facilities and urban development.

GRI 3-3, GRI 2-29, GRI 413-1, SASB EM-MM-210a.3

RUSAL's long-term experience in developing local communities has enabled the Company to build an organisational structure for managing its social investment system, which has proven effective and has not required changes in 2022.

The Centre for Social Programmes (CSP) charitable foundation plays an important role in interaction with local communities. Established in 2004, it is both an instrument for financing the Company's social projects and a resource centre for local communities, as well as an idea generator and an agent of positive social change in the Company's cities of responsibility.

CSP results in 2022:



RUSAL's case study

Public hearings on environmental impact assessment in Bratsk

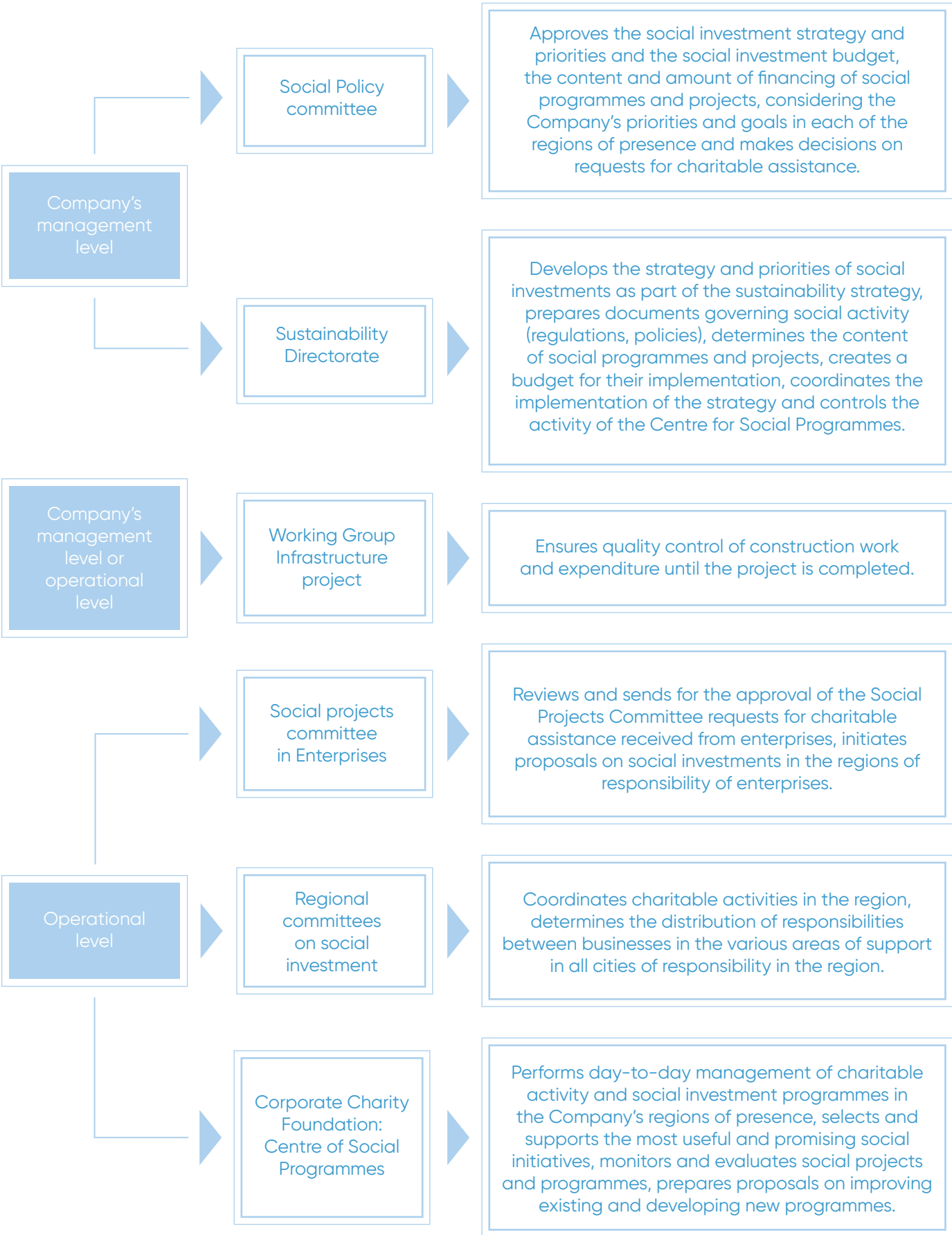
On 28 April 2022, RUSAL successfully held a public hearing on the environmental redevelopment project of Bratsk Aluminium Smelter (BraAZ). Among about 200 people who joined the hearings were active citizens, environmentalists, experts, representatives of the Bratsk city administration and the City Duma. More than half of the Bratsk plant's production facilities will be converted to advanced anode burning technology, which will significantly reduce the environmental impact. Previously, similar hearings were successfully held in Krasnoyarsk.

SignAL hotline

RUSAL operates a confidential 24/7 anonymous hotline SignAL for complaints relating to violations of the rights of local communities. Read more in the Ethics and integrity section.

The fund's head office is in Krasnoyarsk, with representative offices in Krasnoyarsk Territory, the Republic of Khakassia, Irkutsk, Sverdlovsk and Kemerovo Regions.

Management bodies of the social investment system



RUSAL's social investment portfolio

RUSAL implements educational, sports, volunteer and infrastructure projects in Krasnoyarsk Territory, the Komi and Khakassia Republics, Irkutsk, Kemerovo, Leningrad, Moscow, Murmansk and Sverdlovsk Regions. In 2022, the total amount of RUSAL's social investments in these regions exceeded RUB 3.14 billion.

Infrastructure and urban development

Sustainable development of responsibility territories programme

In order to bring the name of the Charity at Industrial Sites programme in line with its actual content, the CSP Management Board decided to change it to Sustainable Development of Areas of Responsibility. The programme is implemented by the Foundation with the support of RUSAL enterprises and is aimed at supporting and developing the Company's responsibility territories.

The programme aims to bring about major changes in the environment to improve the quality of life and social well-being of employees, their families, and residents of the areas of responsibility by implementing:

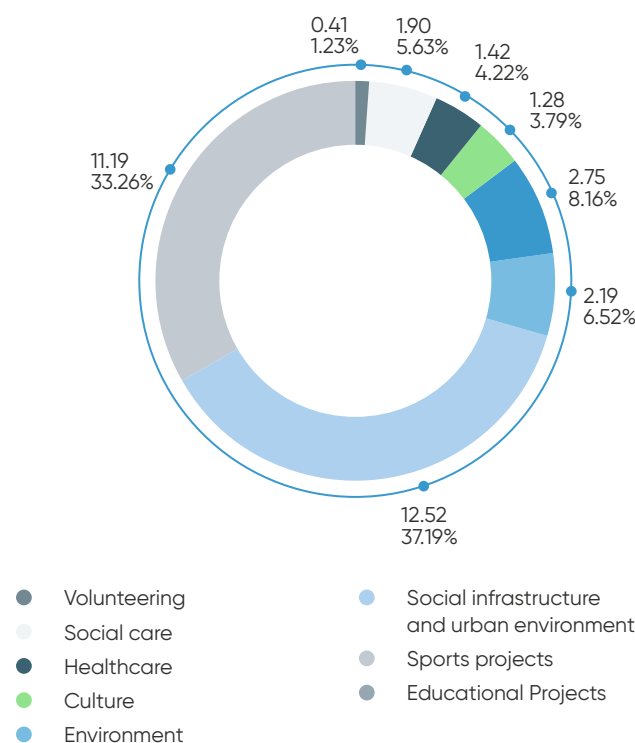
- Agreements on social and economic cooperation between enterprises and regional and municipal authorities
- Initiatives of the Group's companies on request from local residents and non-profit organisations in the cities and areas of RUSAL's responsibility.

In 2022, RUSAL entered into 29 agreements for social and economic co-operation with local authorities, regional governments, and social institutions in 20 municipalities for a total of RUB 5.2 billion. Almost 100 projects and events were financed for a total of RUB 1.2 billion.

As part of the Sustainable development of responsibility territories programme, RUSAL initiated and financed the development of city action plans for the cities of Achinsk, Taishet, Bratsk, Tayozhny settlement, and Boguchany village in Boguchany District, Krasnoyarsk Territory. Plans created by consulting construction bureau STRELKA included an express diagnosis of social, economic and infrastructure problems and

Breakdown of funds allocated for social investments by destination, USD million, %

GRI 203-2, HKEX KPI B8.1



RUSAL's experience

Construction of martial arts centres

One of RUSAL's largest 2022 projects in terms of investments was RUSAL's initiative to build sports martial arts centres in 10 localities: Achinsk, Bratsk, Volgograd, Divnogorsk, Krasnoturyinsk, Krasnoyarsk, Sayanogorsk, Severouralsk, Taishet, and Shelekhov. The total project budget was RUB 3,987 million, and investment in 2022 was over RUB 400 million.

At the end of the year, in three cities – Bratsk, Taishet and Sayanogorsk – construction is nearing completion, while in seven cities the project will continue in 2023–2025.

limitations, formation of a list of projects and measures most effective in terms of social and economic effects and financial investments.

In total, social investments under the programme were made in material and technical equipment, modernisation, construction, reconstruction,

development and maintenance of facilities in education and science, healthcare and culture for a total of 2.7 billion roubles to more than 160 organisations, and social support to 12 individuals in 27 territories of responsibility in the Russian Federation.

Key infrastructure projects under the programme

#	Project	Brief description	Implementation timeframe	Project budget	Territory
1	Construction of martial arts sport centres	The project is initiated in 2022. The centres in Bratsk, Taishet and Sayanogorsk are nearing completion and are scheduled for delivery in March 2023. In 7 cities the project is planned to be implemented until 2025	2022–2025	RUB 2,819 million In 2022, over RUB 400 million were earmarked for the project	Achinsk, Bratsk, Volgograd, Divnogorsk, Krasnoturyinsk, Krasnoyarsk, Sayanogorsk, Severouralsk, Taishet, Shelekhov
2	Renovation of Gorky Central Park	During the reporting period, activities for the manufacture and assembly of the portal with kinetic facade were implemented	2020–2023	RUB 1,292 million More than RUB 110.9 million spent on the project in the current period	Krasnoyarsk
3	Project to select and arrange for purchase of flats in Bratsk, renovate and equip them for free use by out-of-town teachers and doctors	Project initiated in 2022, 20 flats purchased and renovated, to be furnished and donated to visiting doctors and teachers in 2023	2022–2023	RUB 126 million RUB 110 million allocated for the project implementation in 2022	Bratsk
4	Quantorium children's technology park	The project is implemented in 2022	2019–2022	RUB 77.4 million About RUB 35 million earmarked for the project in 2022	Achinsk
5	Building hospitals	Completion of renovation works, equipment, improvement of surrounding areas. The project is implemented in 2022	2020–2022	Over RUB 30 million earmarked for the project in 2022	Achinsk, Bratsk, Sayanogorsk, Krasnoturyinsk, Tayozhny settlement, Taishet, Shelekhov
6	Renovation of a building to house a branch of the Federal State Budgetary Institution of Higher Professional Education IRNITU	The project was initiated in 2022, with surveys performed and construction and installation in progress between 2022 and 2023	2022–2023	RUB 183.5 million RUB 29.8 million allocated for project implementation in 2022	Taishet
7	Setting up and equipping a Centre for Leisure and Development (Women's Happiness)	The project was initiated in 2022, and the centre was scheduled to open and start operating in March 2023	2022–2023	The budget for setting up the centre is RUB 79 million . In 2022, the total investments amounted to RUB 25 million	Sayanogorsk
8	Renovation of the sports ground at School #14	Project initiated in 2022, work completed, final settlement planned for 2023.	2022	RUB 37.8 million were allocated for project implementation. RUB 21.5 million were allocated for project implementation in 2022	Taishet
9	Construction of a 30-bed Medical centre	Project initiated in 2022, with co-financing from the region	2022–2023	RUB 500 million RUB 4.5 million have been allocated for project implementation in 2022	Minusinsk
10	Improvement of a cross-country skiing track in Romashkovo	As part of the project, design and estimate documentation has been developed, design work is ongoing and construction and installation work is planned for 2023	2021–2023	RUB 153 million In 2022, RUB 1.8 million were earmarked for the project	Moscow

RUSAL Territory Programme

GRI 203-1

The RUSAL Territory programme has been in place since 2010. Over the 12 years of the programme, RUSAL has supported and implemented 653 different projects to create and upgrade social infrastructure facilities, including about 300 projects to build new educational, healthcare, sports, cultural and tourism facilities. The aggregate investments in the RUSAL Territory programme during its period of operation (including the reporting year) amounted to RUB 882 million.

Objectives:

- To improve the quality and standard of living for members of local communities
- To make a city a good place to live
- To ensure integrated development of urban areas
- To apply best practices to territorial development.

In the reporting period, the Company made significant progress in Achinsk, Kamensk-Uralskiy, Sayanogorsk, Taishet and the village of Tayozhnoye in Boguchansky District, Krasnoyarsk Territory, where projects to improve open public spaces were fully implemented.

In the towns of Kandalaksha, Severouralsk, Bratsk, Volgograd, Krasnoturyinsk and Shelekhov, a number of projects are at various stages of implementation.

In 2022, the RUSAL Territory – New Tools for Urban Infrastructure Development programme was rolled out. As part of this track, the Company provides expert and financial support for initiatives of municipal teams to implement urban development projects with funding from higher budgets and state programmes in the 11 participating cities.

A rapid analysis of municipalities was carried out with the involvement of experts from the ANO National Centre for Public-Private Partnership, on the basis of which a report on the current state of infrastructure, infrastructure and budgetary needs for the cities participating in the programme was prepared.

Organised and conducted five online master classes and three in-person workshops (in Krasnoyarsk, Yekaterinburg, Irkutsk) on the participation of municipalities in state urban infrastructure development programmes; 87 representatives of municipal and regional management teams were trained and received professional development certificates under the Urban Infrastructure Development with Attracting Funds from Budgetary Sources programme.

11 municipal teams submitted their project ideas for the Company's approval to determine their co-financing opportunities, including reconstruction of municipal infrastructure, creation and modernisation of sports facilities, construction of a cultural facility, improvement of urban public space. In 2023, it is planned to determine the projects eligible for RUSAL's financial support in accordance with the priority areas of sustainable development of the territories.

School of Urban Change programme

The School of Urban Change programme continued to contribute to the socio-economic development of the regions.

The aim of the programme is to identify and train leaders of urban change, and to prepare representatives of local communities to develop and effectively implement projects related to solving pressing social problems.

As part of the programme, 32 educational events were held in 2022, involving 1,238 people and 35 experts. In addition to the face-to-face courses and events, the School hosts online training – 12 events and five correspondence courses were available in the online school on the CSP educational platform (Social Design, Social Entrepreneurship, Corporate Volunteering, Communities and Public Spaces, and Time for Eco-Action). A total of 352 trainees took part, 103 of whom received electronic certificates of full completion of the programme.

In 2022, activities in the area of social design continued. As part of the grant competitions, a series of online webinars and face-to-face meetings were held with the current grant recipients of the competitions Helping is Easy, Green Wave, and Inspire and Act.

In October 2022, the second Volunteer School was held for corporate volunteers. For three weeks, the Company's volunteers, together with the School's experts, dealt with topics related to burnout, emotional intelligence and working with children in social care institutions. A total of 337 people took part in the Volunteer School.

In April, an online conference on Best Practices in the Development of Shelters for Stray Animals was held, which brought together over 200 participants (shelter managers, employees, representatives of various non-profit organisations, local authorities and volunteers) from 85 cities of the Russian Federation.

Support matters!

According to a survey conducted by the Russian Managers Association's ESG and Sustainability Committee in April-June 2022, 20% of Russian corporations and local subsidiaries of international companies have temporarily or permanently suspended social support programmes in Russian regions.

Having studied the results of the research, RUSAL decided to announce an additional Support Matters grant competition aimed at non-profit organisations (NPOs) that implement social infrastructure projects and systematically assist vulnerable categories of people in the 2022 economic challenges in the regions of the Company's operation.

Each of the projects submitted to the closed competition was assessed by both regional and federal experts. Based on the results of all stages, 19 projects in Achinsk, Bratsk, Volgograd, Kamensk-Uralsky, Krasnoyarsk, Krasnoturyinsk, Novokuznetsk, Sayanogorsk, Severouralsk, and Shelekhov received grant support of up to RUB 2 million. In these territories, ongoing activities of non-profit organisations were supported, unique machines and equipment were purchased, and new programmes of rehabilitation, adaptation, inclusion, etc. were introduced.

For example, young patients with disabilities (HIA) will be able to undergo bioacoustic brain correction and bioresonance therapy at the Inclusive Practice Centre in Bratsk, as well as free neuroacoustic and bioacoustic correction courses at the Novokuznetsk Rehabilitation Centre. The neurology department of Kamensk-Uralsky Children's City Hospital will receive state-of-the-art equipment, which will significantly expand the range of services for treating children with disabilities. A cycling club will appear in Novokuznetsk, which will allow each special needs child to get the necessary physical and rehabilitation exercise. In Volgograd, a centre for counselling, psychological, pedagogical and recreational assistance for the elderly and disabled who are in a post-stroke condition has been established. In Krasnoyarsk, a rapid response team was set up to search for missing children and search equipment was purchased.

In addition, as part of the projects, specialists working in social care institutions receive professional development, learn new techniques and are trained in current practices.

A programme to support shelters for stray animals in RUSAL's cities of responsibility

In 2022, a programme to support shelters for stray animals was implemented in Novokuznetsk. The Company provided comprehensive support to Chance for Life, the only shelter in the city.

The main areas of the programme:

- Improving the infrastructure of the shelter (renovating the premises, building aviaries, purchasing vehicles and necessary equipment)
- Medical services (procurement of medical equipment, necessary medicines and consumables, involvement of narrow specialists)

- Developing animal welfare volunteering (getting volunteers involved with animal welfare, information dissemination, social networking, finding new owners)
- Elaboration of a development strategy for the shelter (introduction of fundraising tools, public reports on spending of funds, participation in municipal competitions, development of paid services, etc.)

The total investment amounted to about 5 million roubles.

In April, an online conference on Best Practices in the Development of Shelters for Stray Animals was held, which brought together over 200 participants (shelter managers, employees, representatives of various non-profit organisations, local authorities and volunteers) from 85 cities of the Russian Federation.

Volunteering

RUSAL's Helping is Easy programme

In 2023, the Helping is Easy programme will celebrate its 10th anniversary, during which volunteers from among the Company's employees and active citizens have provided assistance to non-profit organisations, social, medical and educational institutions, rehabilitation centres, orphaned children, veterans and pensioners.

In 2022, the geography of the project to work with orphans, together with the Midday Social Development Fund, was expanded. The Alternative Future programme uses a playful format that helps orphans and children left without parental care in a difficult life situation to become independent people, consciously choose a profession, set goals and achieve them, successfully interact with the people around them. In 2022, 47 volunteers were trained in the basics of gamification in 4 of the Company's cities of responsibility.

The year 2022 also saw traditional events aimed at developing corporate volunteering:

- Green Wave campaign: 600 volunteers planted 1,316 trees in open public spaces in 13 cities
- River Day eco-marathon: 1,617 volunteers collected 31 tonnes of litter from the banks of water reservoirs in 13 towns; 10 tonnes were sent for recycling
- New Year's marathon: 500 corporate volunteers of RUSAL and EN+ organised 130 charity events in sponsored social institutions in 21 cities.

In 2022, the Company organised outstanding city charity events, such as Energy of our Hearts, a sports charity festival in Achinsk, Lifeline Games in Novokuznetsk, the World Jam event in Kamensk-Uralsky, and the White Cross charity run in Krasnoturyinsk.

RUSAL employees implemented 26 volunteer projects in the Inspire and Act corporate competition.

Helping is Easy grant competition

In February 2022, the winners of the 2021Helping is Easy grant competition were announced. Sixty-four grant projects were supported.

The most popular area of the application campaign was building an inclusive environment for people (children and adults) with disabilities: inclusive workshops for teenagers and adults with mental disabilities and autism, creating and equipping existing spaces for children with special needs, supporting theatre workshops for special amateur actors. A high rate of applications was also recorded in the new track Volunteering for Stray Animal Welfare. During 2022, 51 projects from the 2021 Helping is Easy grant competition were implemented; 13 projects will continue until the end of March 2023.

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New Year's charity marathon 'We believe in miracles, we make miracles happen!'

Each year RUSAL sums up its volunteer activities with the traditional charity marathon 'We believe in miracles, we make miracles happen!' In the reporting year, teams of corporate volunteers from 16 towns where RUSAL has its facilities took part in the marathon. They were joined by teams of En+ Group companies from Divnogorsk, Bratsk, Irkutsk, Miass, and Nizhny Novgorod.

The motto of 2022 Marathon was 'Attention is the best gift!' All participants in the marathon received souvenirs and the points earned by the teams were converted into points for the personal volunteer account on the corporate portals of RUSAL and En+ Group.

Since 2011, more than 22,000 volunteers have taken part in the project, carrying out 5,730 charity events using their own resources. The total amount of charity donations at the end of the marathon was about 20 million roubles. Since this year the New Year's marathon has been held as part of the development of the corporate volunteer programme RUSAL and En+ Group Volunteers.

In 2022, the number of RUSAL's employees continuously participating in volunteer activities is unchanged from 2021 – 1,816.

Healthy lifestyle

Get on Your Skis Everyone! Project

Together with En+ Group and the Russian Cross-Country Skiing Federation, RUSAL holds annual events as part of the Get on Your Skis Everyone! project intended to promote a healthy lifestyle and cross-country skiing.

The project includes the RUSAL Cup and other mass cross-country skiing competitions of RUSAL and En+

Group, in which professionals and amateurs of all ages take part. The Company provides young promising skiers with sports equipment. As part of the project, RUSAL provides skiing equipment to the Russian national team.

The Company also aims to promote children's skiing, for which it is working with the Siberian State University of Physical Culture and Sport to implement a special programme to train children's coaches.

Education

En+ and RUSAL's scholarship for talented students

RUSAL, together with En+, continued implementing the Scholarship Programme for full-time students at state-accredited higher and secondary specialised educational institutions.

In 2022, the programme was expanded to support students in four areas: energy, metallurgy, medicine and pedagogy. The amount of the scholarship for the winners is set depending on the level of education received (higher or specialised secondary education) and the course of study and varies from 10,000 roubles for second-year university students to 25,000 roubles for fifth-year university students.

A total of 561 applications were received and 179 students won the programme. .

IT Academy in Krasnoyarsk and Irkutsk

In the reporting year, RUSAL, in partnership with En+ Group and Siberian Federal University (SFU), opened the IT Academy in Krasnoyarsk. The students will have an opportunity to receive high-quality training in IT professions that are in demand in the metals and energy sector. A year earlier, the IT Academy opened in Irkutsk. A total of 108 first-year undergraduate and second-year specialist IT students from SFU were selected to participate in the programme.

Students study at the IT Academy for 3 years. Throughout the training period, students receive on-the-job training at an active production facility, are introduced to RUSAL's IT projects, and receive a stipend. Academy graduates will be awarded a state diploma of professional retraining and certificates of professional development and certificates from vendors.

Community development outside of Russia

GRI 3-3

The priority areas of the programmes abroad remain the improvement and development of local education and health systems, as well as charity. Social programmes outside Russia also aim to protect the interests of small (indigenous) peoples by providing access to clean water and sanitation, electricity, social and health services.

Interaction with local communities at the Company's foreign assets is carried out by social project committees, which receive and process requests from local communities. Such committees include representatives of human resources, financial services and public relations specialists.

SASB EM-MM-210a.3

The Company conducts public hearings and consultations during plant upgrades and expansions of existing production facilities, as well as the construction of new facilities.

In addition, RUSAL's public relations, human resources and safety specialists organise scheduled and

unscheduled meetings with local community representatives, where the Company addresses issues related to interaction with local residents, including indigenous representatives, and discusses potential conflicts and disputes.

Jamaica	The implementation of social programmes is coordinated by RUSAL's Senior Information Technology and Public Relations Officer in Windalco's Human Resources Department
Republic of Guinea	Social programmes are coordinated and monitored by the Sustainable Development Directorate and the Public Relations Directorate; social programmes are sponsored by the RUSAL Charity Fund in the Republic of Guinea
Ireland	The Human Resources and Public Relations Coordinator of Aughinish Alumina's Recruitment and Public Relations Department is responsible for the implementation, implementation and monitoring of RUSAL's social programmes
Sweden	The Public Relations Coordinator of Kubikenborg Aluminium AB's Human Resources Department is responsible for the implementation, implementation and monitoring of social and sponsorship programmes

GRI 203-1, HKEX KPI B8.2

In 2022, RUSAL's total social investments outside Russia amounted to USD 0.8 million.

Republic of Guinea

Education

BIn 2022, RUSAL continued its long-standing tradition of providing university scholarships to students from Guinea. In addition, the Company organises internships for young specialists at the enterprises and at RUSAL's Moscow office.

In total, since 2011, RUSAL has allocated more than \$15 million for scholarship programmes for Guinean students.

In May 2022, Guinea announced a new intake of students as part of the RUSAL Scholarship 2022 programme, thanks to which 50 young Guineans had the opportunity to receive free higher and secondary professional medical education at the Krasnoyarsk State Medical University (KrasSMU) and the College of Pharmacy at the KrasSMU. All expenses related to flight, accommodation and tuition fees for the students from the Republic of Guinea, as well as their scholarships, were covered by RUSAL. The RUSAL Scholarship 2022 programme

will train highly-qualified physicians, surgeons, cardiologists as well as specialists in nursing and laboratory practices. During their studies, students will be offered internships at the Company's medical centres, and the best graduates will be offered jobs at RUSAL's enterprises in Guinea.

Health

RUSAL is providing extensive assistance to Africa in the fight against mass infectious diseases.

Throughout 2022, the Scientific Clinical Diagnostic Centre of Epidemiology and Microbiology (NCDCEM), built by RUSAL in the Kindia region in 2015, and the modern multifunctional medical centre for infectious diseases, built by RUSAL in record time in 2020 in Frija Prefecture, received patients with a confirmed diagnosis of COVID-19.

Medical Service

All of RUSAL's operations in Guinea have their own medical service. The Bauxite Company of Kindia (KBC) has two dispensaries and six 24-hour posts

where medical personnel perform pre-shift examinations of workers and provide emergency medical assistance if necessary.

In addition, more than 12,000 children are consulted and treated each year by the KBC medical service, about 2,000 children are vaccinated against various infectious diseases, and more than 500 new-borns are born in the maternity ward.

In 2022, the Friguia hospital in Friguia was completely refurbished with Company funds and new medical equipment was purchased for doctors. The medical service at the Friguia Bauxite and Alumina Complex (BAC) consists of two dispensaries and a 120-bed hospital. The hospital has a surgical department, a therapeutic department and a maternity ward. Around 8,000 patients are treated here every year.

Infrastructure and urban development

One of RUSAL's sustainability priorities in Guinea is projects to provide remote villagers with access to potable water, electricity, medical and educational services.

In the prefecture of Kindia, RUSAL handed over to the Guinean authorities in 2022 a new Health Centre, built and equipped at the expense of the Bauxite Company of Kindia (RUSAL) in the subprefecture of Friguigbe (Kindia region). The commissioning of this Health Centre will make it easier for many thousands of people living in the surrounding villages to access health services.

In the reporting year, the construction of a health centre in the Mambia subprefecture (Kindia region) was also started, with commissioning scheduled for 2023.

2022 saw the handover of the keys to four new school classrooms built by RUSAL on a college campus in the Mambia subprefecture, Kindia region.

In the prefecture of Fria, in 2022, RUSAL continued the implementation of a large-scale project to repair and restore the municipal sewage treatment plant in the town of Fria, Boke region (the fully restored plant is planned to be put into operation in 2023). The city also improved public spaces, reconstructed two sports stadiums (as well as one football field near the village of Ore Lafu, Kobad), rehabilitated dozens of kilometres of roads, and opened four new artesian drinking water wells in the Boke region.

Charity

In 2022, RUSAL provided charitable assistance to 16 villages in the prefecture of Fria – the allocated funds were used to support local infrastructure projects.

In addition, RUSAL donated material assistance and school kits to 15 women's agricultural cooperatives in the Mambia, Phrigiyagbe and Samaya prefectures in the Kindia region, and purchased and delivered office equipment and training facilities for the railway workers' vocational training centre in Conakry.

In 2022, 12 mosques and 23 territorial religious communities in the Conakry, Kindia and Boke regions received charitable material assistance for the Muslim holy holidays of Ramadan and Tabaska. In the Company's operating areas, 45 local communities received charitable assistance at the end of the Muslim fasting period.

As part of activities to support the socio-economic development of RUSAL's areas of responsibility, the women of the Kamsar and Sangaredi sub-prefectures in 2022 receive financial aid on the occasion of International Women's Day on 8 March.

Sweden

Charity

In 2022, KUBAL donated to the Children's Cancer Foundation. The Company also gave financial support to Médecins Sans Frontières, providing medical and humanitarian aid to children from disadvantaged families.

Education

In 2022, KUBAL welcomed secondary school students for internships, who were given the opportunity to learn about KUBAL, in particular the administration department and the laboratory.

KUBAL also supports local schools through the purchase of teaching materials on environmental topics for three school years.

Sport and a healthy lifestyle

KUBAL supports the local football club Sundsvall in its social work among vulnerable children and persons with disabilities. In addition, the Company provided financial support to the women's football club SDFF and the local ice hockey club Timrå IK in 2022.

Jamaica

Charity

Windalco has implemented socially significant projects for the renovation of cultural and sports centres and schools. In 2022, Windalco initiated the reconstruction of a school bus stop, which contributed to improving the safety of children in the township located in close proximity to the Evarton plant.

In 2022, the Company continued to support sports development at local and national level by hosting football competitions and other sporting events at its sports complexes. In the reporting year, the Company also sponsored youth table tennis competitions.

The Company has contributed to health and charity programmes through its participation in charity running, walking and sports marathons.

Windalco sponsored the ‘Jamaica 60’ exhibition organised by the Ministry of Transport and Mines to celebrate the country’s 60th anniversary of independence, as well as sponsoring the state agricultural, industrial and food fair.

Education

In 2022, as part of the International Scholarship Programme initiated by RUSAL, 20 Jamaican students started their studies under the international programme at the Siberian Federal University in Krasnoyarsk. The Company covered airfare and living expenses, a monthly stipend, a winter clothing allowance, and medical insurance for the duration of the programme.

In addition, 75 students studying in higher education received scholarships and grants were also paid to students for college/university tuition fees. In addition, health fairs were organised for students where they could undergo free medical check-ups, including dental check-ups.

Moreover, during the reporting year, as part of the summer employment programme, the Company hosted 50 university students, who gained practical experience in engineering, information technology, finance, agriculture, communications and HR management.

Ireland

Charity

In 2022, fundraising events were organised to support local charities. Some Aughinish Alumina employees participated in volunteer events organised by charities, which had a favourable impact on the Company’s corporate culture.

In the reporting year, more than 500 families received food packages for the Christmas and New Year holidays.

Sponsorship

Aughinish Alumina sponsors local athletics clubs and is the main sponsor of local football club Aughinish.

Aughinish Alumina also has sports facilities on site, including tennis courts, a basketball court, an indoor football court and a small gym, which are used by employees and members of the local community.

Education

Aughinish Alumina provides material support to local educational institutions – libraries and schools. The Company also organises school tours of the company-owned plant and wharf.

Community

On a regular basis, Aughinish Alumina supports local clubs and associations, including the Irish Rural Women’s Association, Senior Citizens Group and local Scouts. In addition, the Company supported community councils for local area conservation and development in 2022.

Social policy awards in 2022

A positive assessment of the Company’s and individual employees’ social performance is always an additional motivation for RUSAL.

In 2022, RUSAL took the top step in the ranking of social responsibility of business, compiled annually by the Donors Forum association, entering the A+ category. Also, two of RUSAL’s social programmes received high marks from the jury and won prizes in the corporate social programme competition.

Social policy awards in 2022

Competition	Category	Winning programme/plant
‘To be heroes!’, an All-Russian social responsibility project	Nomination To be Human	Reseda Galyautdinova, a specialist at the Sayanogorsk aluminium smelter, is a corporate volunteer for the Company
OBJECTive Philanthropy, a photo chronicle of Russian philanthropy, a project of the Donors Forum association	Winners of the DOBRO.RU Do Good platform nomination	Photo story of the River Day project Photo story of the programme to support shelters for stray animals in small towns where RUSAL operates
Talented Women in the Mining Industry award from Women in Mining Russia	Social Project of the Year nomination	Laureate – Tatiana Achimova, Technical Control and Central Laboratory Specialist, PJSC RUSAL, Kamensk-Uralsky
Champions of Good Deeds, an All-Russian competition for corporate volunteering projects	Winner in the Local Communities nomination	Charity Event World Jam of the RUSAL Centre for Social Programmes in Kamensk-Uralsky
	Second place in the Health category	RUSAL Social Programme Centre’s White Cross Charity Run in Krasnoturinsk
Corporate Charity Leaders	Second place in the category ‘Best Corporate Social Investment Programme in the Territories in the Context of Sustainable Development and Business Strategy’	Sustainable development of socially responsible areas
	Third place in the category ‘Best programme (project) contributing to professionalisation of the non-profit sector’	A programme to support shelters for stray animals in small towns is RUSAL’s responsibility
Russian Business Leaders: Dynamics, Responsibility, Sustainability – 2021, a Russian National RSPP Competition	RUSAL was among the top five companies in the nomination for Contribution to Sustainable Development of Territories	The ‘Sustainable Development of Areas of Responsibility’ programme

5. Corporate governance and sustainability

Sustainability Strategy's priority area
"SUSTAINABLE SUPPLY CHAIN"

Global sustainable development goals



7

independent directors
on the Board
of Directors

100%

employees completed
anti-corruption training

35%

of purchases from
local suppliers

SYNERGY

Synergy for the benefit of both external and internal customers, requiring continuous process improvement and ensuring a high level of reliability



5.1. Corporate governance

2022 highlights

- 7 independent directors on the Board of Directors
- 5 Committees of the Board of Directors led by independent directors

Material topics

Contribution to economic sustainability and development

Contribution to UN SDGs



An effective system of corporate governance enables the Company to form transparent and trusting relationships with a wide range of stakeholders and maintain its competitiveness. RUSAL is constantly improving its corporate governance system, which, in turn, ensures long-term enterprise value is created for all stakeholders.

Corporate governance system is guided by the best international and Russian practices. RUSAL complies with the requirements of the Russian laws, the Moscow Exchange (MOEX) Listing Rules, and the Russian Corporate Governance Code and also guided by the Hong Kong Stock Exchanges (HKEX) Listing Rules including Corporate Governance Code.

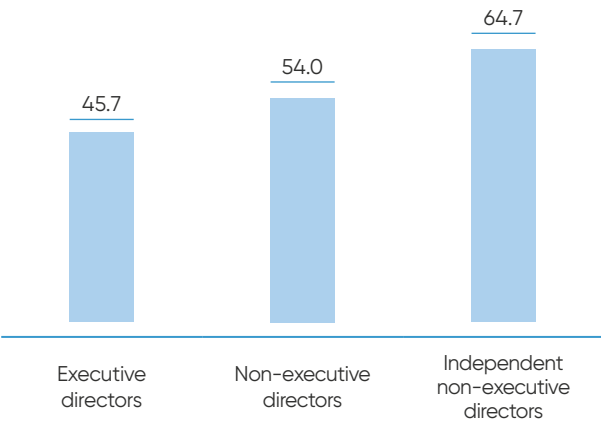
GRI 2-9, 2-10, 405-1

Members of the Board of Directors at RUSAL are elected on the meritocracy principle using objective criteria such as candidates' skills, knowledge, education and length of service with no regard for gender, age, culture and ethnicity. This approach

ensures that the composition of the Board is balanced and diverse, thus contributing to the Company's sustainable development, as well as achievement of its strategic goals.

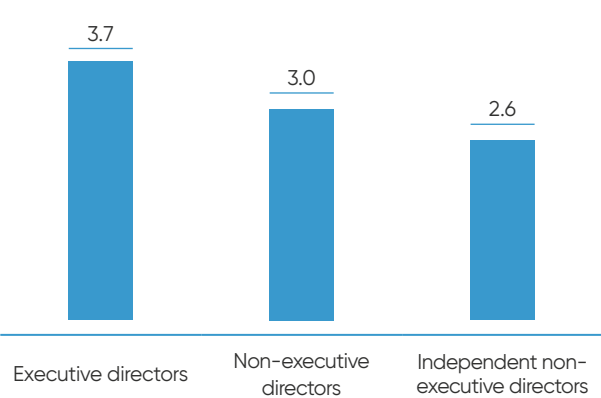
Average age of Board members, years

GRI 405-1



Average tenure of Board members, years

GRI 2-9



GRI 2-9

The Board of Directors has five committees to advise it on the most important issues requiring detailed consideration and related to their area of competence, including sustainable development.

Corporate governance structure and composition

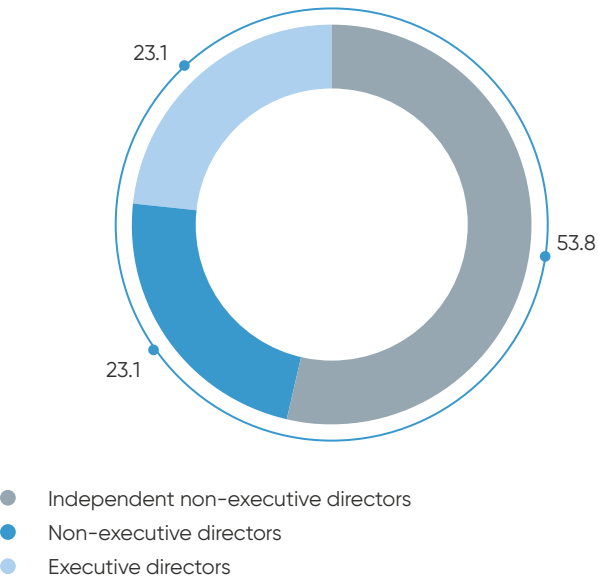
GRI 2-9, 2-10, 2-11, 2-12, 2-17, 2-18, HKEX Para 10

The Company's higher governing body is the General Meeting of Shareholders. The procedure for convening and holding general meetings of shareholders is regulated by the Charter of UC RUSAL.

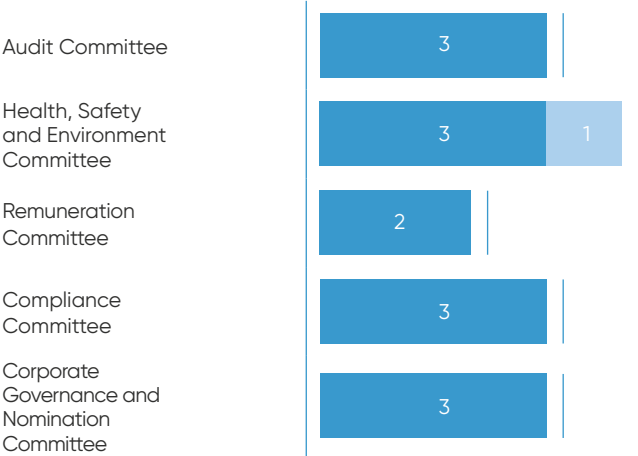
The Board of Directors accountable to shareholders is responsible for the strategic management of the Company, including sustainable development issues. The Board approves key areas of primary focus for the Company's development, monitors implementation of priority sustainability projects and improvement of the corporate governance system. During the reporting period, the Board of Directors consisted of 13 members, seven of them were independent and three were non-executive.

Independence of the Board, %

GRI 2-9



Independence of Board committees



- Independent non-executive directors
- Non-executive directors

GRI 2-11, 2-13, 2-14

Chairman of the Board of Directors Bernard Zonneveld is an independent non-executive director; his responsibilities are to ensure effective functioning of the Board functions and to support communication with shareholders. RUSAL's General Director is Evgenii Nikitin, who acts on behalf of the Company and represents its interests in accordance with the Charter. Evgenii Nikitin is responsible for integrating the sustainability strategy into the Company's operations, developing and implementing a sustainable business model, and for due regard given to the demands of our diverse stakeholders. The roles of RUSAL's Chairman of the Board and the General Director are separate and independent.



For more information on corporate governance, committee functions and Board members, please see 2022 Annual Report, "Profiles of the Board Members, the General Director and Senior Management", "Corporate Governance Report".

The General Director is in charge of overall implementation of the Sustainable Development Strategy to 2035 at the operational level. The Sustainable Development Directorate coordinates the activities of business units that play a key role in the ESG transformation and monitors the implementation of ESG projects. The Directorate interacts with other divisions of the Company, provides them with advisory and methodological support on ESG issues, and collects and processes ESG data using an automated information system.

Public Expert Council on Sustainable Development

In 2022, RUSAL formed the Public Expert Council for Sustainable Development, a permanent consultative and advisory body. In order to improve the quality

of sustainability management in the Company, the Council's primary task is to organise effective communication with a wide range of external stakeholders at the federal, regional, and local levels: citizens, scientific and non-profit organisations, industry and intersectoral associations, regional authorities, and local governments.

First of all, the Council will expand the opportunities for exchanging views on the Company's activities and improve the quality of public information. In addition to that, it will promote and facilitate public discussion of documents, concepts, and programmes prepared by the Company.

RUSAL's approach to achieving corporate sustainability goals is outlined in our internal documents, the main of which are posted on the corporate website: [Approach and Policies](#)

Remuneration of the members of the supreme governing bodies

GRI 2-19, 2-20

RUSAL's approach to determining remunerations of the members of the Board and senior management is guided by the Remuneration Committee, which consists entirely of independent directors, guided by the recommendations of the Corporate Governance Code and best national and international practices. RUSAL's current remuneration policy contributes to the effective achievement of the Company's strategic goals and alignment of management goals with the long-term interests of shareholders.

The total pay-outs to all members of the Board, including remunerations for membership on the Board committees, amounted to USD 7,817,000.



For more information on remuneration, please see 2022 Annual Report, "Report of the Board of Directors".

Enhanced corporate governance for sustainable development

GRI 2-12, 2-13, 2-14, 2-24, HKEX Para 10, HKEX para 13

Management of sustainable development issues is integrated into the corporate governance system and is based on the best international standards and practices. In addition, the achievement of sustainable development goals is an integral part of the corporate strategy.

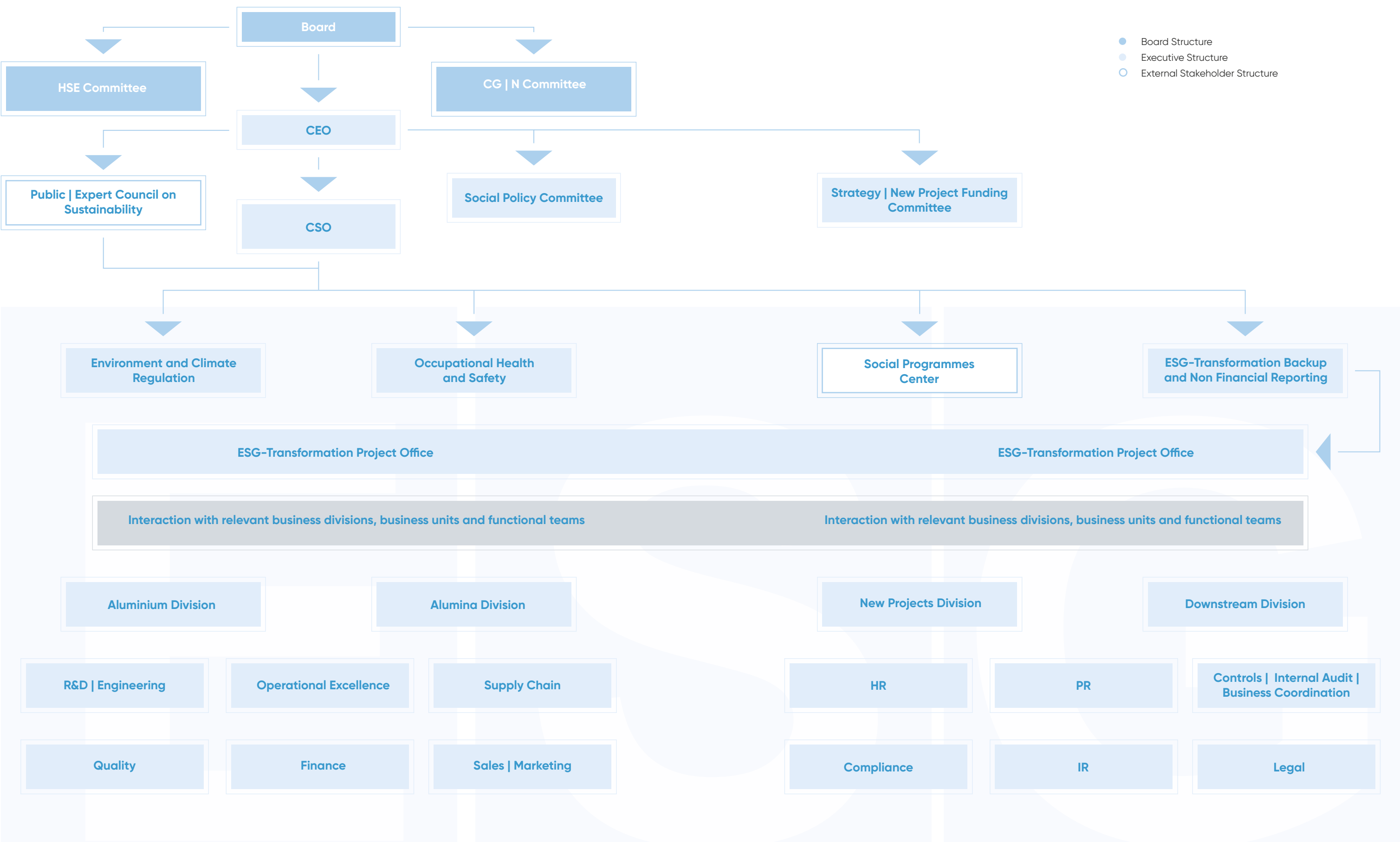


For more information about RUSAL's Sustainable Development Strategy to 2035, please see the Sustainable Development Strategy section, page 16.

The Board of Directors oversees the 2035 Strategy implementation and approves the Company's sustainability reports. The Board committees deal with specific sustainability issues as part of their day-to-day operations. In 2022, the sustainable development issues were considered at every meetings of the Board of Directors.



Organisational structure of sustainable development governance



5.2. Participation in ESG ratings

As part of achieving the goals of the Sustainable Development Strategy, RUSAL is implementing the “Recognition of ESG Compliance and Leadership in the Top Ratings” project.

By 2025

By 2035

ensure that the Company's practices are consistently recognised as meeting the best sustainability standards and that the Company's thought leadership in the ESG agenda is consistently reflected in the leading (target) ESG ratings in top-10 early on and in top-3 subsequently

Positions of the corporate and product brands in the priority rankings¹



¹ The data on the Company's positioning in international rankings are based on the results of 2021, since in 2022 the vast majority of priority international ranking and rating systems temporarily stopped interacting with corporate brands of Russian origin.

5.3. ESG transformation of data

As part of the Sustainable Development Strategy, RUSAL implements the transformational project “Digital data at the heart of all ESG-related decision-making”.

By 2025

create a single digital company ESG data loop by 2025, followed by the integration of 100% of ESG metrics into a single platform that enables big data-driven ESG decision-making

Over the years of its operations and non-financial reporting, RUSAL has accumulated a serious body of data on all aspects of ESG, which requires protection in storage and conditions to be used as efficiently as possible when calculating and modelling the Company's various ESG transformation scenarios.

- Information input and report forms have been introduced;
- A register of data source systems has been created;
- Automatic uploading of environmental reporting data and indicators for carbon footprint calculation has been set up.

The transformation package, which focuses on leveraging new opportunities for business growth and credibility, touches on the direction of sustainable economic development: “Digital data at the heart of all ESG-related decision-making”. The unified data platform concept created as part of its purpose was developed with the company's own resources and based on existing licences, without outsourcing.

Plans for 2023 include:

- Integration of personnel management and development and supply chain data sources;
- Training of users of the ESG Big Data information system;
- Preparation for the application of automatic uploading of the data set for the 2023 Sustainability Report indicators.

As part of the implementation in 2022:

- Adjustment of formulas according to GRI indicators from the raw data was carried out;

5.4. Risks and internal control

GRI 2-12, GRI 2-16

The risk management and internal control system (the “RMICS”) operating at RUSAL is designed to help in achieving the Company's strategic goals and facilitating the decision-making and operational efficiency.

The key document which is the basis of the RMICS is the Policy on Risk management and Internal Control system approved by the Company's Board. It sets up general approaches to risk management, as well as the key tools and methods to identify and assess risks.

Risk management and internal control processes are integrated into the Company's projects and operations and include risk analysis, development and execution of risk mitigation actions, and monitoring of their effectiveness and efficiency. The Directorate of Control, Internal Audit and Business Coordination provides methodological and advisory support to risk owners in order to ensure consistent common approach towards risk analysis.


All RUSAL employees, including executives, are responsible for managing risks. The Chief Risk Officer is in charge of overall supervision of risk management processes and procedures at all management levels. Business process owners consider the risks that directly affect the business process KPIs in all their activities. Thanks to the effective risk management the proper level of control over the Company's financial and business performance is ensured.

Being independent from the Company's executive management, the Directorate of Control, Internal Audit and Business Coordination is able to remain impartial while reviewing the results of risks analysis, business units' activities to mitigate risks as well as the effectiveness and efficiency of controls and risk mitigation measures. The audit results are submitted for consideration to the Audit Committee of the Board of


Directors on a quarterly basis; this committee exercises control over the RMICS efficiency and approaches to risk management in the Company.

The Company regularly conducts training for representatives of business units, the Directorate of Control, Internal Audit and Business Coordination, as well as for members of the Board. In 2022 about 300 people get trained.

In 2023, the Company plans to implement an updated risk assessment methodology and analyse the efficiency and effectiveness of managing certain types of risks, in particular environmental risks.

 For a detailed information of roles and responsibilities in key areas of the risk management system and how they are coordinated, please see 2022 Annual Report, section "Report of the Board of Directors".

Sustainability risks management is a necessary aspect of ensuring the sustainable development of the Company. Sustainability risk management is integrated into the corporate risk management system.

 For more information about sustainability risk management structure, please see 2021 Sustainability Report, page 126.

Sustainability risks in 2022

	Risks	Description	Risk Management Actions	Report
Environment	Climate risks	Climate change-related risks that cause severe damage to assets and infrastructure, making them unusable in the long term	Please see the Climate change and energy section.	p. 58
	Environmental risks	Risks linked with environmental damage and incidents, among other things, air emissions (including greenhouse gases), water resources, and waste. Damage to the Company's environmental systems and equipment creates risks of failure to pass environmental reviews, failure to obtain appropriate licenses, payment of fines and penalties, up to limiting production on the instructions of supervisory authorities to comply with emission and discharge standards.	<ul style="list-style-type: none">• Certification of most RUSAL enterprises for compliance with ISO 14001.• In order to reduce risks, the Company constantly monitors environmental legislation and its changes in the countries of presence and implements a set of environmental measures (for example, monitoring the state of sludge fields).	p. 35

	Risks	Description	Risk Management Actions	Report
Social	Human capital	Violations of labour laws, fraud, and illicit enrichment create risks.	<ul style="list-style-type: none">• Staff, management and trade unions meet regularly to discuss relevant issues.• Informing employees about the principles enshrined in the Code of Corporate Ethics, the Business Partner Code and the Anti-Corruption Law Compliance Policy.• Operation of the hotline.	p. 72
	Health and Safety	Worker health and safety risks	<ul style="list-style-type: none">• The Company has established a system to manage health, industrial safety, and fire safety (including analysing risks in these areas); it provides staff trainings, implements programs and activities to maintain safe working conditions and conducts management audits to prevent accidents.	p. 90
	Local communities	Risks linked with socio-economic instability in the regions where the Company operates.	<ul style="list-style-type: none">• Financial support for social, infrastructure, educational and cultural initiatives.• Hotline operation.• Code of Ethics and Conflict of Interest Policy.	p. 111
Governance	Business continuity	Risks associated with the business environment affecting the Company's financial results, including political, legal and other risks.	<ul style="list-style-type: none">• The Company has implemented and is constantly improving the internal control system for the timely identification, analysis and management of risks in the business environment, promotion of ethical values, effective corporate governance and compliance with regulatory requirements.	p. 137
	Compliance	Possible violations of laws and regulations and compliance programme principles may result in legal or administrative sanctions, economic or financial loss, or reputational damage.	<ul style="list-style-type: none">• Please see the Ethics and integrity section.	p. 140
	Supply chain risk	Interruption of supplies or reputational losses due to external sanctions and / or trade restrictions or violation by suppliers of the ESG requirements imposed by the Company.	<ul style="list-style-type: none">• Implementation and regular updates of a long-term procurement strategy.• Long-term contracts with suppliers.• Implementation of a supplier verification system based on ESG criteria.	p. 149

5.5. Ethics and integrity

2022 highlights

100% employees completed anti-corruption training

303 requests processed by the SignAL Hotline

Material topics

Business ethics and human rights

Tax policy

Contribution to UN SDGs



Promoting ethical business conduct

GRI 3-3, ASI PS 1.3

RUSAL operates in accordance with high ethical business standards. RUSAL's corporate culture requires all the employees and contractors to observe moral and ethical standards. The provisions set out in RUSAL's corporate documents in ethical business conduct serve as guidelines for our employees and business partners.

RUSAL responsibly complies with the requirements of the applicable laws, regulations, standards, and requirements in Russia and other countries of

presence. All new hires at RUSAL get informed with the Company's internal documents that set out the rules regarding business ethics, conflicts of interest, insider information, anti-corruption, and compliance. In order to prevent conflicts of interest, the Company uses a multi-level automated control system for related party transactions.

The effectiveness of RUSAL's approach to managing ethical business issues is assessed based on KPIs: the number of confirmed calls to the SignalAL Hotline, the number of instructions and calls on ethics and integrity issues, the timeliness and effectiveness of corrective measures. The Company also monitors compliance of its internal documents with the applicable requirements.

RUSAL case study
Updated Code of Corporate Ethics

In 2022, RUSAL adopted the new [Code of Corporate Ethics](#). In addition to the ethical values that determine the principles of doing business, the new version of the Code also contains the highest value guidelines. The Code defines common values and principles of ethical business conduct common to all employees and managers of the Company, as well as members of the Board of Directors, customers, suppliers and other business partners.

Anti-corruption approach

GRI 2 – 23, 3 – 3, 205 – 2, ASI PS 1.2, SASB EM – MM – 510a.1, HKEX para 13, HKEX Aspect B7

In our business activities, RUSAL is guided by the highest standards of ethics and integrity, and we are committed to preventing any forms of corruption and fraud. The Company conducts comprehensive work and implements a wide range of measures to monitor and minimise corruption risks. RUSAL's anti-corruption activities are governed by the following internal documents:

- [Code of Corporate Ethics](#);
- [Business Partner Code](#);
- [Compliance Policy](#);
- [Anti-Corruption Policy](#);
- [Charity and Sponsorship Policy](#).

Compliance with internal regulatory documents is monitored by employees of the Compliance Directorate, the Directorate for Control, Internal Audit and Business Coordination, and the Directorate for Protection of Resources.

Responsibility of the Compliance Directorate is building an internal control system designed to minimise corruption risks, developing and implementing Policies and internal regulations in the field of combating corruption, regular assessment of corruption risks in relation to all structural divisions of RUSAL.

The Compliance Directorate analyses corruption risks, their causes and sources, the severity of their potential consequences, and the likelihood of their occurrence within the framework of the risk assessment system:

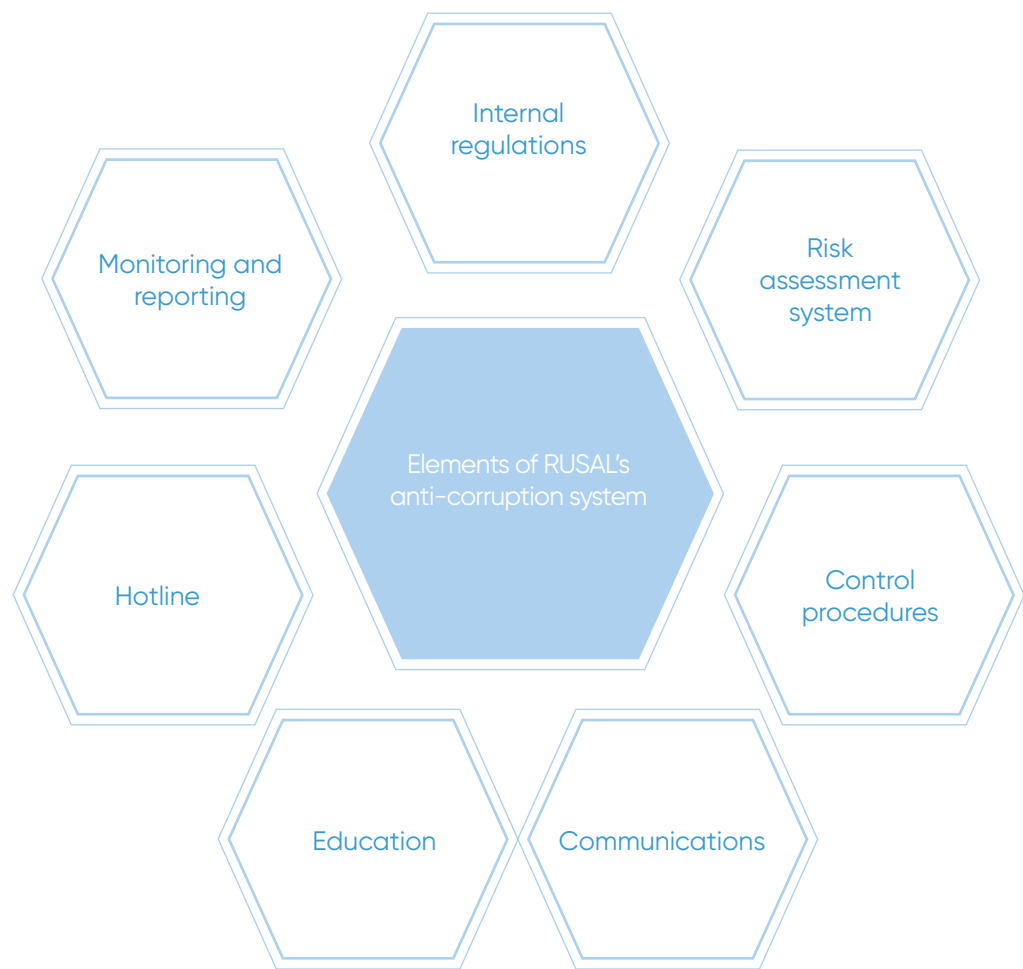


Corruption risks are reflected in the Company's risk matrix in the Risks and internal control section.

RUSAL case study
Best Anti-Corruption Practice

In 2022, the anti-corruption system implemented at RUSAL was included in the [Review of the best anti-corruption practices in combating corruption in organisations operating in Russia](#), which assesses the implementation of the National Anti-Corruption Plan in 2021–2024 as approved by Decree of the President of the Russian Federation No. 478 dated 08/16/21.

Elements of the anti-corruption system



In 2022, the RSPP Anti-Corruption Rating of Russian Business Rating Committee conducted a comprehensive assessment of RUSAL's anti-corruption management in accordance with the requirements of the Regulations on the Anti-Corruption Rating of Russian Business and the international standard ISO 37001:2016 "Anti-Corruption Management Systems – Requirements and Recommendations for Application".

The comprehensive assessment was used to calculate the Company's Specific Compliance Indicator in respect of the international standard ISO 37001:2016; the indicator stood at 96.6%, which corresponds to the A1 Rating class – Companies with the highest level of anti-corruption and the minimum level of corruption risks (the minimum level of associated threat to investors, creditors, business partners and other interested parties).

Based on the comprehensive assessment results, measurable indicators were obtained that characterise:

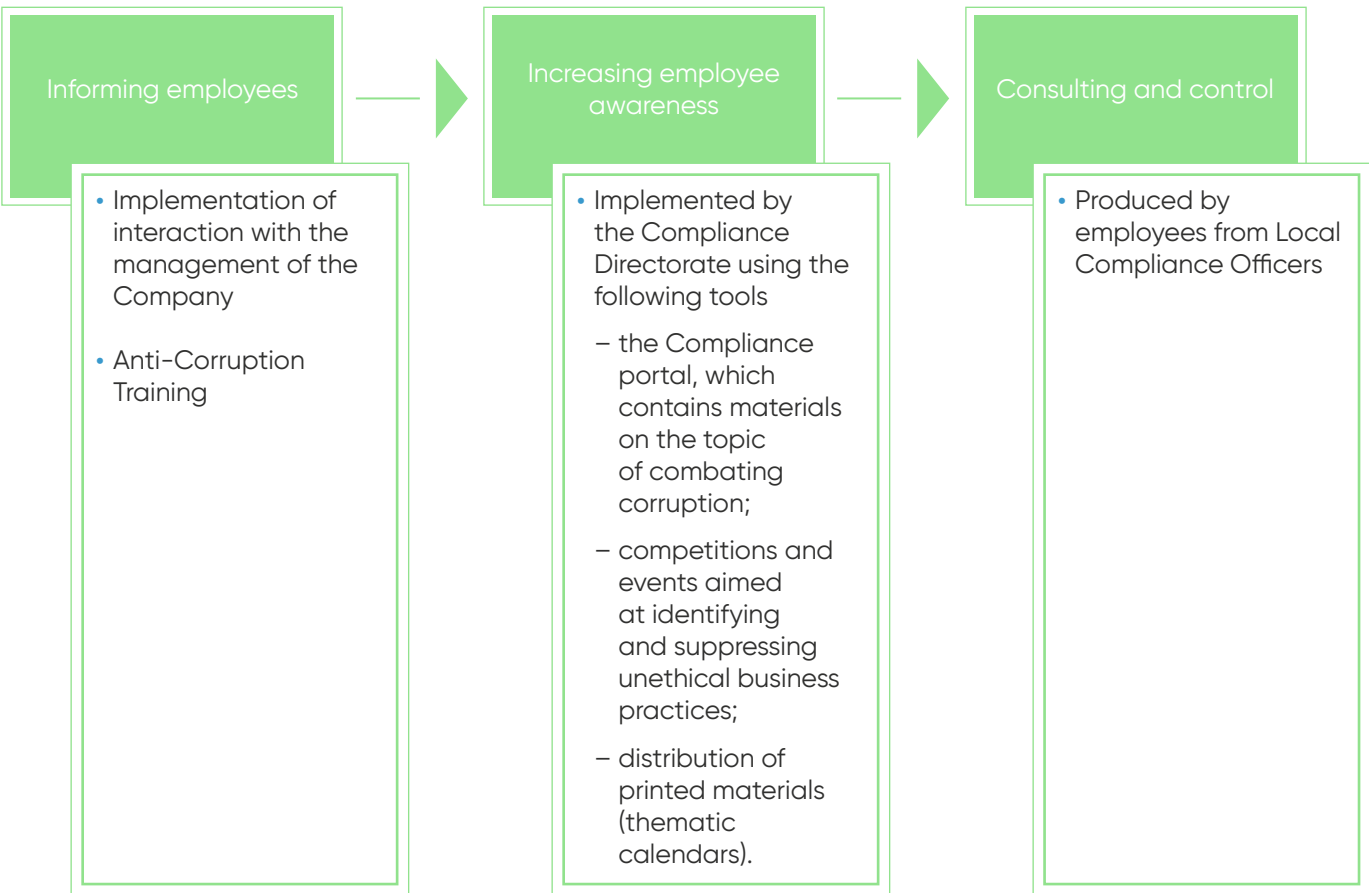
Internal regulation documents

- containing terms, definitions and principles of anti-corruption management
- containing a description of the procedures and functions of anti-corruption management, performance indicators of anti-corruption management

Level of disclosure of information

on the anti-corruption management system and measures taken during the year preceding the Rating

RUSAL is aware of the importance of informing employees on the issues of compliance with anti-corruption laws and internal regulations, therefore, it implements multi-level measures for employees:



RUSAL provides anti-corruption training for members of the governing bodies, employees and local Compliance Officers, who study the following issues, among other things:

- applicable regulations (Russian laws, international legislation, laws of foreign countries, as well as local regulations);
- types and signs of corruption and fraudulent activities;
- responsibility for committing illegal acts of corruption;

- measures aimed at minimising corruption risks;
- conflict of interest.

In 2022, the number of employees trained in the field of combating corruption amounted to 2,043 people.

In 2022, one criminal case was brought against an employee of the Company, as a result of which the employee received the status of "accused" and was dismissed. No decision has been made in the case at the end of the reporting period.

In order to combat corruption, RUSAL ensures that counterparties are familiarised with the corporate requirements in the field of combating corruption as part of procurement procedures and implements measures and mechanisms for internal control of corruption risks on a regular basis:

Compliance accreditation of counterparties

- Verification of all existing counterparties based on the KYC questionnaire and information from public sources and databases of the Company
- When risks are identified, the counterparty receives a status with restrictions, and all transactions with or payments to and from these counterparties fall under the control of the Compliance Directorate that thoroughly analyses the relevant transactions and the risks associated with them

Risk control of transactions

- The criteria and parameters for controlling corruption risks have been introduced through an automated document management system (EDMS) and, once such risk are identified, an additional comprehensive assessment of the transaction is carried out

Contractual provisos

- Anti-corruption clauses are included in contracts where corruption risk is most likely to ensure that contractors comply with corporate standards

100% of the Company's counterparties are covered by the corruption risk management system

Compliance system

GRI 2 – 15, ASI PS 1.1, HKEX para 10

RUSAL's compliance-related activities are regulated by the Compliance Policy and the Rules for the Operation of the Compliance System.

In 2022, the Regulations on the Compliance Committee were updated: the procedure for convening and holding meetings of the Committee was updated and supplemented, the composition of information materials for the meeting of the Committee was established, the requirement was included to provide a mandatory justification for concluding a transaction in order to raise the issue to the Committee. Corporate procedures were also improved to take into account applicable sanctions regimes.

For more details on the structure of the compliance system, see RUSAL Sustainability Report 2021, p. 139.

- The Company monitors the functioning of the compliance system:
- generates regular reporting on the functioning of the compliance system, including control of compliance with the anti-corruption legislation;
 - annually passes the procedure of external audit in the field of compliance;
 - local compliance officers submit monthly reports to the Compliance Directorate;
 - the Compliance Directorate submits a report to the Compliance Committee of the Board of Directors on a quarterly basis.

RUSAL strictly complies with the antitrust laws. In 2022, no claims were brought against the Company in connection with counteracting competition in the market.

In 2022, the compliance system required amendments: the criteria for compliance with payments and for contracts that are sent to compliance to be checked for risks have been adjusted.

For more information on RUSAL's compliance risks, please see the Risks and Internal Controls section, page 137.

RUSAL is developing channels to promote and develop the compliance-based culture in the Company: the Compliance portal and a new communication method emerging 2022, the Telegram channel of the Compliance Directorate.

The Company regularly holds training sessions for staff on compliance. In 2022, 3 major events were held, attended by more than 20 top managers, about 100 senior managers (in particular, directors of departments), 75 local compliance officers and employees. During the training, issues related to compliance risks, three lines of defence, sanctions risks of the Company, control procedures and measures aimed at minimising the risks of RUSAL were considered.

RUSAL employees have an opportunity to seek advice from the Compliance Directorate through the one-stop compliance service by emailing to compliance@rusal.com or from responsible parties.

Signal Hotline

GRI 2-26, HKEX KPI B7.2

RUSAL meticulously monitors compliance with corporate standards in the field of respect for human rights and compliance. One of the used to interact with stakeholders on these issues is SignAL, the confidential anonymous hotline designed to identify and prevent cases of fraudulent and dishonest actions of the Company's employees and its counterparties.

When considering requests to the-hotline, the Company respects the principle of non-retaliation and takes steps to protect its employees.

RUSAL's experience
A report to the SignAL hotline can be sent

- by e-mail (signal@rusal.com),
- by phone (+7 800 234 5640, toll free within Russia, or +7 495 221 3372 for calls from other countries),
- using WhatsApp, Telegram, Viber instant messengers (by sending a message to +7 915 224 5640).

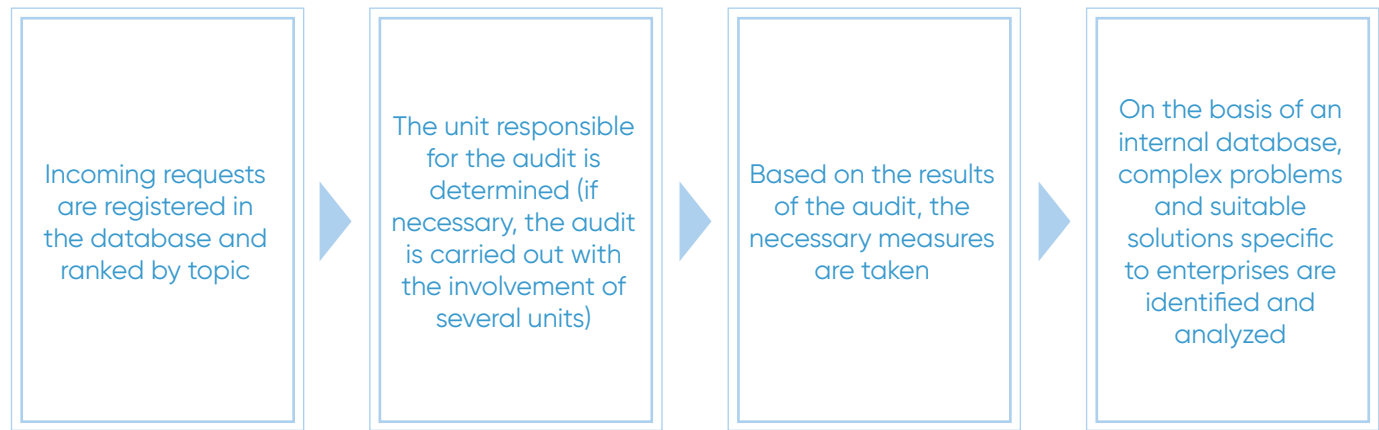
SignAL is available 24/7 and works on the principles of confidentiality and anonymity.

For further details of the SignAL hotline operations, please visit the corporate website: <https://rusal.ru/contacts/#map>



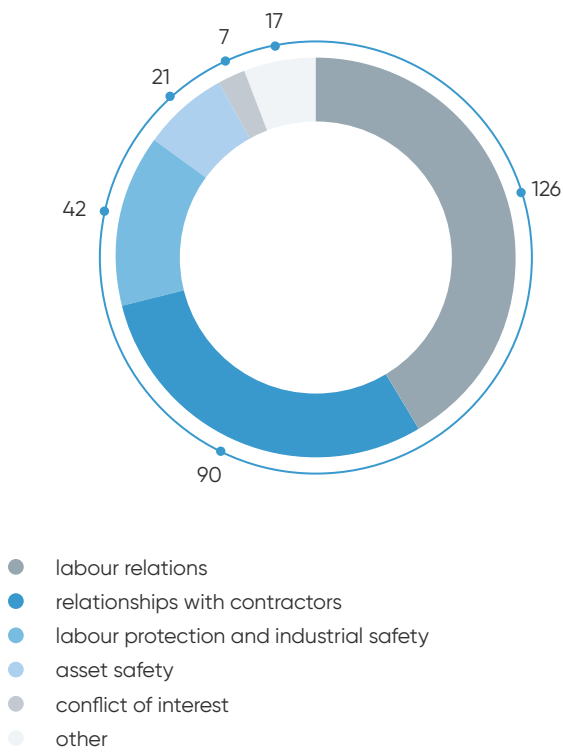
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The process for consideration of requests received through SignAL:



In 2022, the SignAL hotline received 303 calls.

Categories of requests to the SignAL hotline, number of calls



As part of the work to raise awareness of the SignAL hotline in 2022, the Company:

- produced and distributed materials (posters, wall calendars) and information about the hotline at its facilities;
- distributed information materials about SignAL to the Company's employees;
- published information about the SignAL hotline operation in the "Bulletin of RUSAL" corporate newspaper and on RUSAL TV.

In 2022, technical and stylistic changes were made to the feedback form on the RUSAL corporate portal. Stylistic changes made it possible to increase visibility of the button for selecting the feedback form, attracting the attention of portal users. The technical changes were aimed at expanding the number of fields for filling out by the feedback author, which will make it possible to collect more information at the initial stage in order to reduce the processing time.

In 2023, it is planned to continue raising the awareness of the Company's employees about SignalAL hotline.

5.6. Taxes

Tax strategy

GRI 207-1, 3-3

RUSAL is responsible for complying with all applicable tax legislation in 20 countries around the world. The Company maintains tax records, including the timely preparation and filing of tax returns. By making all applicable tax payments to local authorities, the Company makes a significant contribution to the sustainable social and economic development of its areas of responsibility.

In 2022, RUSAL started developing a tax strategy. The document sets out the general principles of the Company's tax function and enhances the efficiency of financial and economic activities by managing the tax burden and tax risks. Strategy approved and in place in 2023. Timely payment of taxes and compliance with tax laws are necessary conditions for the implementation of strategic goals, including the goals in the field of sustainable development.

Approach to taxation

GRI 207-1

The Company adheres to the principles of openness and transparency in complying with tax law regulations. The Company is guided by the norms of current legislation, established arbitration practice, explanations from supervisory authorities and factual circumstances. If necessary, the Company applies for targeted explanations from the competent authorities or requests a reasoned opinion of the tax authority for organisations under the tax monitoring regime.

RUSAL does not tolerate any use of aggressive tax planning tools. For tax purposes, organizations apply


market prices in intra-group transactions. With regard to transfer pricing, the Company complies with the basic principles set out in the Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations of the Organisation for Economic Cooperation and Development (OECD) and follows the laws and regulations of the Russian Federation and countries of operation. For tax purposes, RUSAL applies market prices for intra-group transactions which are determined as if the parties were independent, complying with tax law requirements in relation to declaration and reporting of intra-group transactions.

Management of taxation matters

GRI 207-2

A unified system for managing tax legal relations has been built, ensuring a systematic, uniform approach to the application of tax legislation. All key processes for monitoring and fulfilment of tax obligations are automated and their efficiency is regularly assessed. A single point of competence for tax matters is the company's financial directorate.

The main principles of and approaches to the organisation of the risk management and internal control system are determined by the Finance Directorate, which reviews information on the management of key tax risks. Where material tax risks are identified, measures are taken to mitigate and eliminate them to ensure compliance with tax legislation and timely preparation of reliable financial statements.

 IFRS tax and duty expense data, including income tax, other taxes, excises and export duties for 2022 are shown in the Company's Consolidated Financial Statements.

GRI 207-3

In its dealings with the tax authorities, as well as with other stakeholders, RUSAL adheres to its principles.



RUSAL engages with the tax authorities in the process of exercising tax control, in obtaining clarifications on applicable legislation, and in entering into pricing agreements. The Company's tax affairs are regularly reviewed by internal and external auditors. The external auditor also carries out the process of certifying the financial statements.

The Company is a responsible taxpayer and no unethical tax behaviour has been reported by our stakeholders. RUSAL actively and regularly engages with the tax authorities in a spirit of concerted compliance, and the Company seeks to resolve any contentious issues through proactive and transparent discussion and negotiation.



5.7 Sustainable supply chain of raw materials, goods and services

2022 highlights

35%¹ of purchases from local suppliers

91% of consumers evaluating their suppliers gave RUSAL the highest rating

Material topics

Sustainable supply chain

Contribution to UN SDGs



Key results in 2022

Goal	Status	Results
Automation of supplier ratings and supplier claims process	In progress	The approach to the rating assessment methodology has been revised: the criteria are differentiated depending on the influence of raw materials and materials on the technological process and the quality of the finished product. On the basis of the new approach, the terms of reference for the authorised module of the rating assessment have been developed. In order to automate the solution process in 2022, an 8D investigation module was introduced. Future milestones in 2023 include the development and pilot operation of a counterparty quality assessment module, as well as expanding the use of assessment to plan supplier audits and control schemes.
Extension of the APQP process in order to improve the qualification process for other divisions of the Company	In progress	In 2022, the preparatory stage of extending the qualification process to the Downstream division (wheel and foil production), the Directorate for New Projects (silicon and flux businesses) was completed – all purchased raw materials and materials are differentiated by groups of influence on the technological process and the quality of finished products. Terms of reference for automating the qualification process for RUSAL were developed and approved.
Pilot testing of tank containers for transporting pitch	In progress	Tank containers were tested by the Maritime Register of Shipping, and they were certified as a result.
Implementation of the Corporate Principles for Responsible Supply Chain Management	In progress	Updated regulations that contribute to the sustainability of the supply chain: Guidelines for the development of a quality management system for suppliers (in terms of extending the scope to service providers).
Making changes to the business planning and procurement process by automating processes and increasing their transparency	In progress	The functionality of the Client Portal, the key automated platform for digital interaction between the client and the Company's services, was significantly expanded. In 2023, it is planned to deepen existing customer engagement by introducing new features.


¹ Here and further in the section, the data are indicated without taking into account Mykolaiiv Alumina Refinery and are not disclosed due to the inability to collect data from the enterprise.

Supply chain structure

GRI 3-3

Creating and maintaining a sustainable, adaptive and transparent supply chain is a prerequisite for successful RUSAL's long-term operations. The Company has a fully integrated aluminium production, and the final result depends on the sustainability of individual supply chain elements and long-term partnerships with suppliers and contractors.

In all supply-related activities, RUSAL follows the [Business Partner Code](#), the [Code of Corporate Ethics](#), and a number of other regulations, including the principles and requirements applicable to all contractors and suppliers in relation to quality, ethics, ecology, labour protection, human rights, and other issues.

 The list of documents can be found in RUSAL 2021 Sustainability Report on page 146.

As part of achieving the goals of the Sustainability Strategy, RUSAL is implementing the project “Sustainable supply system for raw materials, goods and services”:

- By 2025

create a sustainable, ethical supply chain based on our own system of accreditation, assessment and audit of compliance with ESG criteria, covering at least 50% of suppliers
- By 2035

cover 100% of suppliers

The main principles and priorities of the Company in the supply chain are:

- For suppliers


 - Increasing information openness and transparency of procurement
 - Transferring suppliers to RUSAL's own trading platform
 - Implementing long-term procurement strategies, fulfilling business plan parameters, and reaching quality goals
 - Implementing of joint projects with suppliers
 - Developing competence in new markets and alternative methods of raw materials and materials delivery
- For consumers

 - Obtaining and maintaining the status of the main supplier for the consumer
 - Increasing supply volumes for each consumer
 - Expanding of the range and range of products supplied, as well as the geography of deliveries
 - Concluding partnership agreements

RUSAL case study
RUSAL has adopted a Responsible Sourcing Policy

In 2022, RUSAL adopted the Responsible Sourcing Policy, which sets out the main ESG-requirements for suppliers of raw materials, goods, works, and services to comply with the principles of responsible business conduct, and also regulates internal corporate supplier selection processes in order to build an effective high-quality supply chain management system from responsible suppliers for all types of the Company's production activities.

Control over the supply chain is exercised by the Business Supply Directorate and the Sales Directorate. The Procurement Division of the alumina and aluminium divisions is responsible for providing the Company's operations with the necessary goods and services. The Quality Management Directorate and the Compliance Directorate control core issues related to the quality of manufactured goods and services, as well as compliance with regulatory and legal aspects of procurement activities. The Directorate for Sustainable Development provides (at this stage) a selective assessment of the ESG maturity of suppliers of critical categories of raw materials, goods, services and energy. RUSAL's risk management system factors in the risks inherent in a supply chain.

 For more information on risk management in the supply chain, see the Risks and internal controls section.

GRI 2-6

RUSAL is one of the world's largest producers and suppliers of aluminium for companies operating in metallurgy, energy, construction, automotive, mechanical engineering, aircraft manufacturing, mining, chemical production, production of consumer

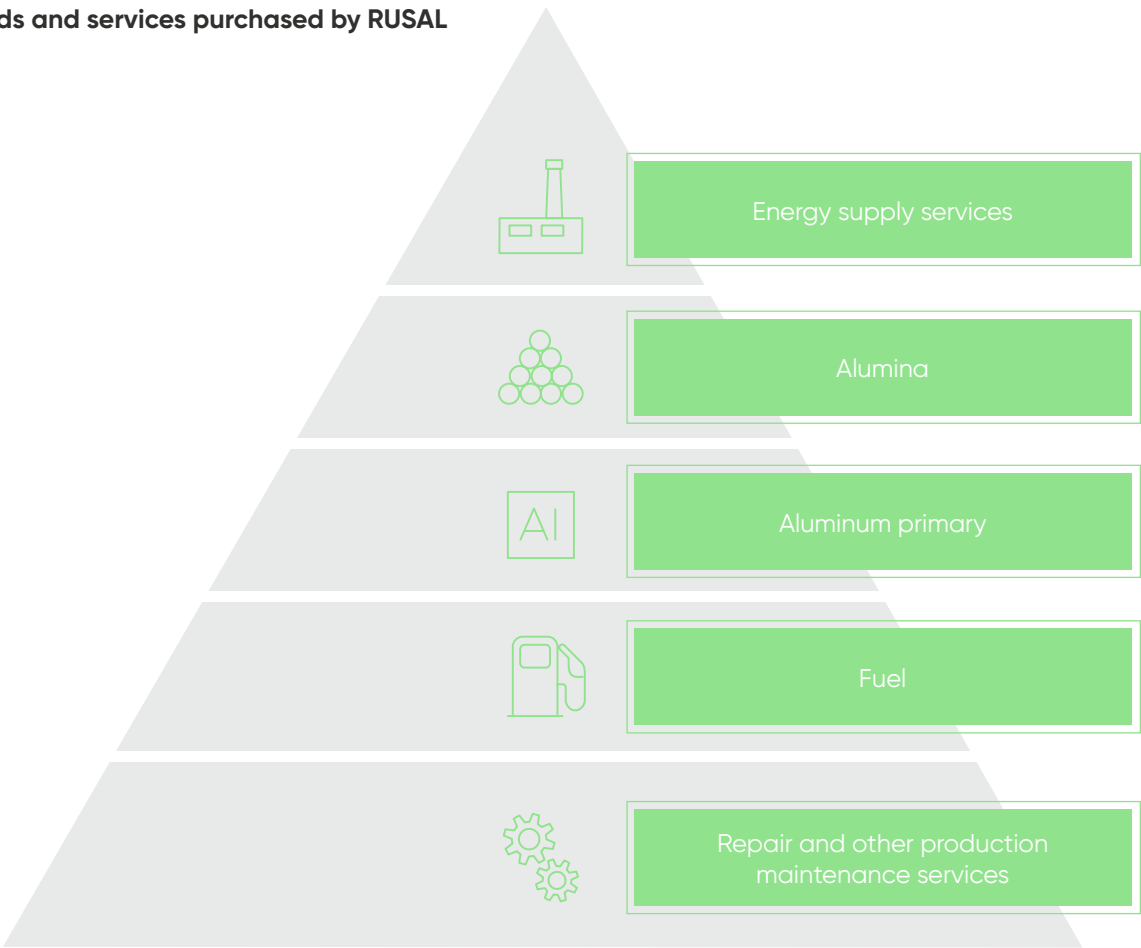
goods and food products, and other industries. To carry out its activities, RUSAL purchases goods from suppliers, many of whom are key market players. Their social and environmental responsibility ensures the sustainability of the supply chain.

The main consumers of RUSAL products are companies from Russia, the CIS countries, Europe, Americas, and Southeast Asia. The geography of suppliers was reoriented to the purchase of goods mainly in Russia and China. RUSAL also purchases products in Kazakhstan, the Caribbean, Europe and Africa. In 2022, supply chains have been modified to reflect possible logistics options.

In 2022, RUSAL cooperated with more than 10,000 companies producing raw materials, materials and providing services. The Company seeks to assist in the development of the regions of responsibility, therefore, when purchasing raw materials and materials, if there are offers that meet RUSAL's needs, preference is given to local suppliers, building relationships on the basis of long-term contracts. In 2022, the share of purchases from local suppliers¹ amounted to 35% in the amount of USD 2,714 million.

HKEX KPI B5.1, GRI 204-1

Top goods and services purchased by RUSAL



¹ For Russian enterprises, local suppliers are suppliers and contractors registered within the Russian Federation of the presence of the enterprise (for Sayanogorsk, it means Khakassia + Krasnoyarsk Territory); for foreign enterprises (outside Russia), the local market is suppliers and contractors registered in the country of presence.



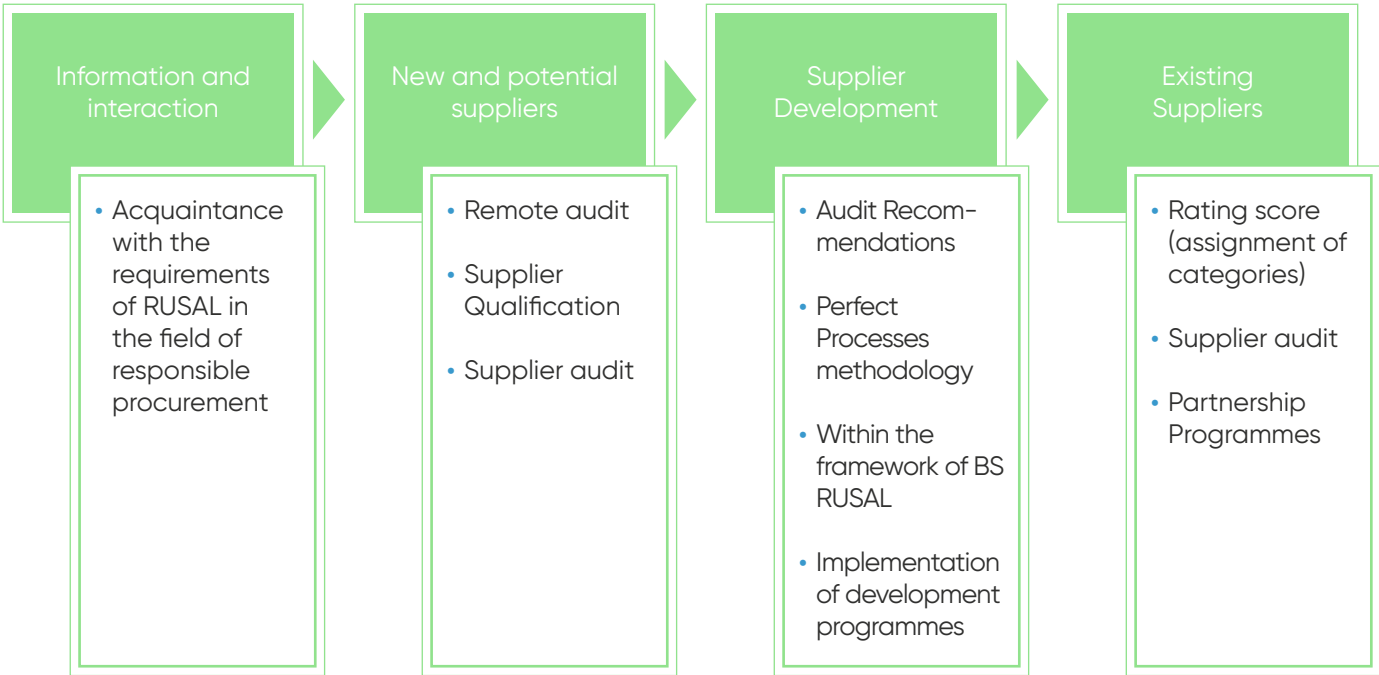
Supplier management system

GRI 2-6, GRI 3-3, HKEX Aspect B5

- RUSAL’s approach to the selection of suppliers is based on the principles of responsible and sustainable business development:
- transparency and disclosure of information in accordance with international standards;
- compliance with antimonopoly and anti-corruption requirements;
- accessibility and convenience of procurement and competitive procedures;
- product quality control throughout the value chain;
- careful management of resources and reserves.

In 2022, the Company continued implementing the Quality Strategy in terms of supplier management, and the primary areas were to introduce the Perfect Processes methodology among suppliers to ensure stable product quality, develop a quality management system for service providers, optimise the volume and frequency of the input control procedure for the main types of raw materials and supplies.

The procedures applicable to working with suppliers cover the full cycle of interaction along the entire value chain:



RUSAL’s experience

Estimation of ESG-maturity of raw materials suppliers RUSAL

In 2022, a methodology for assessing the ESG maturity of raw material suppliers was developed and tested. On the basis of the methodology, a voluntary study of RUSAL’s largest raw material suppliers was carried out. An invitation to participate in the study was sent to 35 suppliers, 14 of which showed maximum openness. As part of the study, RUSAL’s key suppliers were asked to fill out a questionnaire consisting of 25 aspects (89 questions) in three main blocks: “Environmental impact”, “Social impact”, “Economic impact and corporate governance”. The questions included in the survey focused on the collection and disclosure of data in accordance with non-financial reporting standards and existing ESG practices.

According to the results of the study, the average score demonstrated by the 14 surveyed companies was at the level of 3,555 (out of 6,500 possible) and was taken as the average level of development of ESG practices (benchmark) for suppliers of the covered categories of raw materials.

For each of the blocks, the most strengths and weaknesses in the field of ESG inherent in supplier companies were identified:

Block name	Strengths	Weaknesses
Environmental impact	Management of aspects united under the topic “Waste”	<ul style="list-style-type: none">• Materials supplied for the needs of RUSAL (renewable and reusable materials)• Greenhouse gases• Energy sources
Social impact	Training and education	<ul style="list-style-type: none">• Workforce diversity and equal opportunities• Human rights assessment• Marketing and labeling
Economic Impact and Corporate Governance	<ul style="list-style-type: none">• Practices for disclosing data on the number and results of lawsuits in cases of anti-competitive behavior or violations of antitrust laws• Investment programs in the development of local communities	Issues related to the analysis and assessment of risks and opportunities arising from climate change and which can lead to significant changes in production processes, revenues and costs

Respect for human rights throughout the value chain

EM-MM-210a.1

In accordance with the Declaration of Conflict Minerals Free Production, none of the conflict minerals from the Democratic Republic of the Congo or neighbouring countries (Angola, Burundi, Zambia, Republic of the Congo, Rwanda, Tanzania, Uganda, Central African Republic or South Sudan) are used in production and in RUSAL's products, which allows our customers to fulfil their obligations related to the Dodd–Frank Wall Street

GRI 407-1, GRI 408-1, GRI 409-1, HKEX KPI B6.3

The Company does not tolerate any human rights violations by business partners, suppliers, or contractors, therefore, it strictly monitors the observance of human rights, including labour, economic, and social legislation:

RUSAL's counterparties within the supply chain comply with the ban on the use of child and forced labour

- In order to control that, the Company improves the mechanisms for tracking violations and conducts regular audits of participants in the supply chain
- RUSAL excludes transactions and operations with suppliers that may threaten the right to freedom of association and collective bargaining

RUSAL's suppliers adhere to the principles of ethical business conduct

- The procedures for monitoring compliance by suppliers with these requirements are regulated by the Code of Corporate Ethics and internal audits

The Company complies with intellectual property laws

- Responsibility for protecting confidential and proprietary information of the Company and third parties (as well as customers, suppliers and other business partners) is enshrined in the Code of Conduct

Since the introduction of the Business Partner Code in 2015 (the current version was updated in 2019), there have been no cases of human rights violations within the Company's supply chain.

Reform and the Consumer Protection Act. RUSAL's activities are not related to armed conflicts or human rights violations in conflict zones and high-risk areas, which is regulated by internal documents.

ASI PS 9.8

Recognition by suppliers of sustainability requirements set out in the Business Partner Code allows for improved ESG risk management tools. Among the suppliers of raw materials and materials that worked with the Company in 2022, 60% joined the RUSAL Business Partner Code.

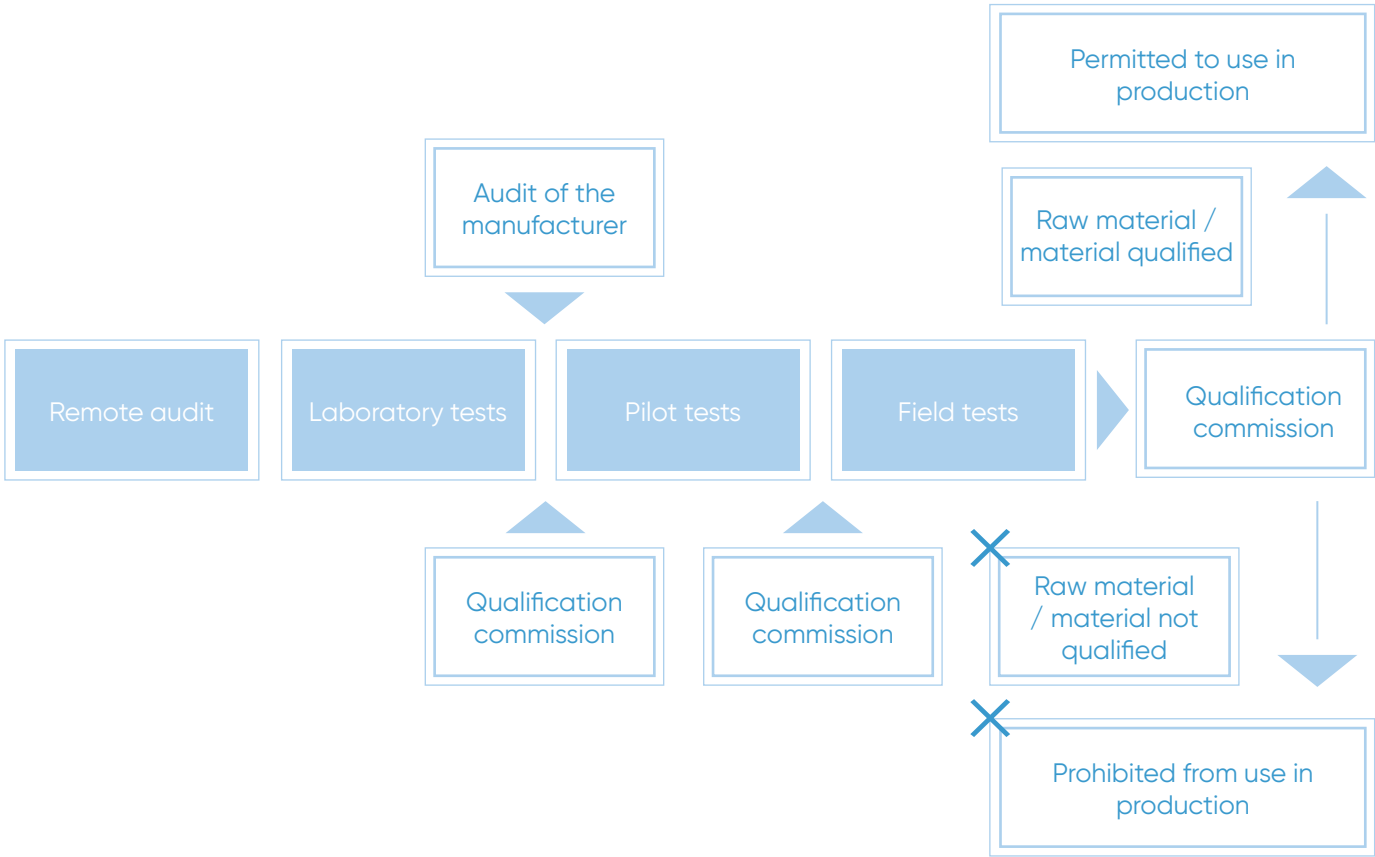
Supplier audit and qualification

HKEX KPI B5.2, HKEX KPI B5.3, HKEX KPI B5.4

To address risks related to quality and technology in the supply chain, the Company carries out the qualification of its suppliers in accordance with the requirements of IATF 16949, applying the APQP (PPAP) approach.

The qualification stages for suppliers of raw materials and materials to produce core products include:

Qualification stages



Auditing potential, new, and existing suppliers of the Company is a guarantee of the supply chain reliability and the high quality of finished products. In addition, audits contribute to the involvement of counterparties in sustainable development practices and an increase in the number of suppliers joining the Business Partner Code. Prior to any qualification tests and audits, suppliers have to fill out the Supplier Questionnaire with questions on environmental protection, labour protection, health protection, and industrial safety, the availability of certified environmental management systems (ISO 14001), industrial safety and health systems (OHSAS18001 / ISO45001). In 2022, 73 of the Company's suppliers had

a certified environmental management system – a valid ISO14001 certificate.

GRI 308-1, 414-1, 414-2

For contractors and suppliers, cooperation with the Company means compliance with the Company's ESG requirements. RUSAL does not cooperate with contractors and suppliers whose activities have a negative impact on the environment and the social environment, as well as endanger the life and health of employees. If the current level of development of the supplier does not meet RUSAL's requirements, the Company helps them with improving management practices.

Aspect	Supplier verification
Respect for human rights and anti-corruption policy	In 2022, 25% of new suppliers were screened using social criteria. The existing suppliers are rated annually based on their performance, which includes a comprehensive assessment of suppliers in five areas of activity and 15 criteria. In total, 250 suppliers passed such an assessment in 2022. According to the results of the rating assessment, category A (reliable) was assigned to 81% of suppliers, category B (conditionally reliable) to 19% of suppliers.
Environmental protection	In 2022, there were no (0%) significant cases of caused or potential environmental damage by the Company's suppliers ¹ . 25% of new suppliers were screened using environmental criteria.
Labour protection and industrial safety	RUSAL imposes requirements on suppliers in the field of labour protection and industrial safety, fixing them in service agreements. The presence of risks in this area at the enterprises of the Company's suppliers or violation by contracting organisations of the terms of the contract is the basis for applying sanctions in their direction, up to termination of the contract.

Interaction with consumers

Consumer in focus

GRI 3-3, 416-1, 416-2, HKEX KPI B6.1, HKEX KPI B6.2

One of RUSAL's key supply chain activities is to create an excellent customer experience by improving production and achieving sustainable development goals. Involving clients in the assessment of RUSAL's activities, joint problem solving and regular monitoring of the level of satisfaction is the key to successful interaction.

Interaction with customers and receiving feedback on issues related to the supply chain is one of the factors that allows RUSAL to operate in accordance with the expectations of stakeholders. In 2022, RUSAL representatives took part in Aluexpo 2022 (an international exhibition of technologies, equipment and products of the aluminium industry), RosUpak-2022 (the largest packaging exhibition in Russia and the CIS countries), Customer events as part of Aluminium 2022 (the largest industry exhibition) and others.

In 2022, the Company received for analysis customer-specific requirements for the elements of the quality system. The introduction and fulfilment of these requirements allowed the Company to increase the level of customer satisfaction.

In 2022, audits were carried out by RUSAL consumers (including with the involvement of international classification societies). Due to the implemented systematisation of the qualification management process and audits of production sites for key consumers based on the APQP approach (advanced product quality planning), it was possible to reduce the amount of organisational resources spent on preparing for audits and increase the efficiency of their implementation. Based on the results of the audits, high ratings were received from the Company's clients.

RUSAL does not produce products or provide services that have a negative impact on human health and labour safety. In 2022, RUSAL did not establish any facts of non-compliance with regulatory requirements and/or voluntary corporate codes.

Product labelling

GRI 417-1, GRI 417-2, HKEX Aspect B6

Finished products manufactured at the Company's enterprises are marked in accordance with the requirements listed in the specification, government standards, or terms of reference. Labelling contains information about the brand and the name of the manufacturing plant, aluminium grade or alloy, as well as melt number.

In 2022, the Company complied with the relevant product labelling regulations. Four non-material labelling claims were received: labelling errors on ingots, shipping labels peeling off or missing, and incomplete product labelling. As a result of the investigation of claims related to inconsistencies in product labeling, the software for printing barcodes was updated, the quality control scheme was revised, the location of the shipping label was changed, and the serial number of the product unit was added.



Product quality standards

RUSAL follows internationally recognized standards in various aspects of production, including product quality. In order to comply with advanced product quality standards, RUSAL annually certifies new enterprises. In 2022, RUSAL certified 6 enterprises.

Quality standards followed by RUSAL¹

ISO 9001
(the main standard for QMS)

11 key RUSAL companies

IATF 16949
(standard for the automobile industry)

6 aluminium plants
A wheel plant

FSSC 22000
(safety standard for food products)

Foil rolling company

DNV Ship, ABS Ship
(shipbuilding standards)

RUSAL Bratsk

¹ The definition of significant environmental incidents factors in the region, the state of the environment, the type of damage, the level of impact and the value of lost species to convert the damage into monetary terms. The damage threshold of USD 1 million was determined based on the Company's many years of experience in environmental risk management.

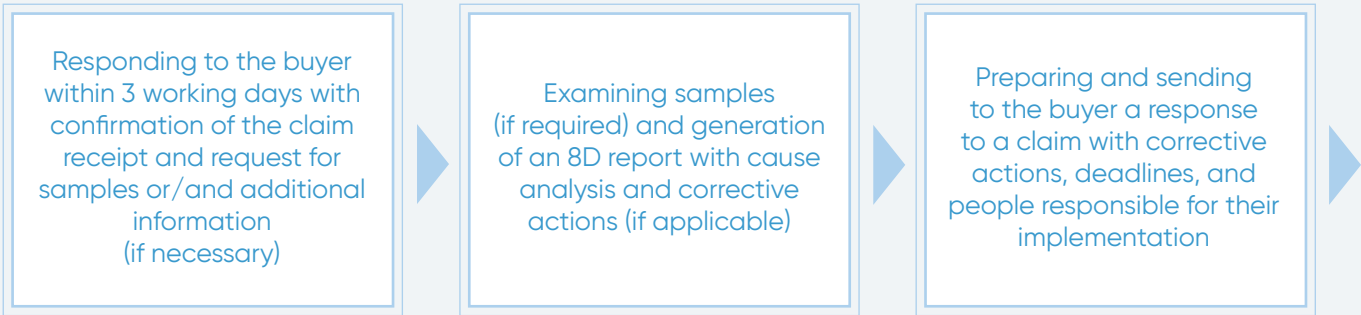
¹ In 2022, the certificates were revoked due to the fact that the companies that provided them temporarily stopped their activities in the Russian Federation.

Customer Satisfaction Analysis

HKEX KPI B6.4

RUSAL uses a comprehensive improvement planning tool based on the results of customer satisfaction surveys and data on ratings as a supplier, as well as the results of the implementation of focus improvement programmes. The Company conducts a regular analysis of customer satisfaction, one of the main tools of which is a customer survey.

RUSAL's aluminium division is implementing a comprehensive programme to improve the quality of finished products by introducing the SPC (statistical process control) culture at enterprises. Upon receipt of claims, the Company has a standardised review process, which includes three stages:




In 2022, the Company received 181 claims, most of which are related to the quality of delivery (35% of requests), product quality (25% of requests), and improper appearance of the goods (15% of requests). For each of the claims, responses have been identified that are commensurate with the scale of the problems – from fixing the problem to analysing the causes and implementing measures to prevent recurrence. There were no product recalls in 2022 for safety and health reasons.

Consumer data protection

HKEX KPI B6.5

When working with the data of counterparties and the Company, RUSAL uses information systems that ensure the integrity and confidentiality of information at all stages of project implementation, guaranteeing data protection along the entire value chain.

The Human Resources Department monitors the protection of human rights and freedoms in the processing of personal data, including the protection of the rights to privacy, personal and family secrets, strict compliance with the requirements of the legislation of the Russian Federation and international treaties of the Russian Federation in the field of personal data in accordance with the documents of RUSAL governing the protection of confidential information.

 The list of documents can be found in RUSAL 2021 Sustainability Report on page 156.

The Directorate for Resource Protection manages information constituting RUSAL's trade secret, including protecting its confidentiality and ensuring the established trade secret regime.

5.8. Information Security

Information security system

Data protection is one of the main RUSAL's priorities in corporate governance, and the Company pays considerable attention to the cybersecurity development. The Directorate for Protection of Resources is in charge of the overall organisation, coordination, and control over information security compliance. The Directorate schedules and performs internal audits of the state of information security systems (ISMS) of enterprises and entities. Based on the audit results, the Directorate forms a corrective action plan, if any non-compliance with cybersecurity requirements has been identified.

In July 2022, the Information Security Incident Monitoring and Response Unit was established within the Directorate for Protection of Resources. The unit performs the functions of the Security Operation Centre (SOC).

The Company engages specialised contractors and external security analysis services for external audits of its IT infrastructure. Such audits are carried out once or twice a year. In addition, the security analysis of the Company's network perimeter is implemented on an ongoing basis.

The management system in this area is a part of the overall management system, and its approach is focused on eliminating business risks.

The key cybersecurity risks:

- Damage;
- Cyberattacks in the industrial segment causing enterprise malfunction or malfunction of a stand-alone technological process.

The information security system is designed to mitigate the existing risks to an acceptable level, as well as to ensure the protection of critical properties of the information exposed to such risks.

- Internal documents on information security (in accordance with the ISO/IEC 27001 standard):**
- Information security management system policy;
 - Regulation on the applicability of management tools of the ISO 27001 2005 standard;
 - Information Security policy;
 - RUSAL Information Security Concept;
 - Policy regarding the processing of personal data and information about the implemented requirements for the protection of personal data;
 - Other.



Events held in 2022

In 2022, the Company implemented the following organisational and technical measures in the information security segment:

- Refined its process to raise awareness of information security;
- Updated the internal regulatory documents on the information security management system;
- Improved efficiency of operations and interaction between the units responsible for information security of the Company's enterprises;
- Upgraded the security tools used and introduced the new ones;
- Carried out the work to categorise new critical information infrastructure facilities of the Company's enterprises;
- Organised the interaction of new CII facilities with the National Computer Incident Coordination Centre (NCICC);

- Organised and conducted computer incident response exercises to inform Russia's Federal Security Service of computer incidents at critical information infrastructure facilities;
- Performed internal security audits of the critical information infrastructure facilities and the state of information security systems at the Company's businesses;
- Developed methodological guidelines regarding personal data security during its processing in personal data information systems and communicated them to the Company's enterprises that process personal data;
- Launched controls over compliance of measures to protect personal data of the Company's employees with the requirements of the Russian laws and the GDPR.

Training

The Company's employees can report violations of Information Security to the authorised divisions. The Company pays considerable attention to the

procedures for alerting and responding to suspected breaches of this nature. These procedures are defined in the Instruction on information security incident occurrences and reporting.

Information Security trainings and coaching

- Introductory training;
- Regular (at least once a year) training and testing of the employee knowledge;
- Regular (at least twice a year) skill checks;
- Regular (at least once a month) notification of employees of current information security threats and recommendations for countering them

Continuous operation

RUSAL recognises the importance of ensuring our business continuity and resilient infrastructure to counter cyberattacks. To this end, the Company has developed multiple business continuity measures for its key systems in accordance with the established and approved BCP/DRP procedures. Compliance of cybersecurity forces and regulations in this area with the legal requirements is an essential part of improving the CII security systems established last year at the CII facilities. In 2022, the Company took the following steps in this segment:

- Approved the requirements for the protection of critical information infrastructure facilities;
- In cooperation with the HR Directorate, organised and conducted advanced training for the employees of the security forces to the level of training determined by the legal requirements;
- Started forming the information security teams at the CII facilities.
- Conducted exercises to practise interaction with the National Computer Incident Coordination

Centre (NCICC) and to inform NCICC of computer incidents, as a result, the Company managed to make better time than established by the NCICC regulations.

- Developed and approved 18 model documents regulating activities to ensure security of the CII facilities and to implement unified approach to CII facility security at the CII subject enterprises within the Information Security Department of the Directorate for Protection of Resources. For this purpose, a contractor licensed to provide technical protection of confidential information was engaged. To adapt and prepare for implementation of these documents and information security threat models, the Competence Centre held training sessions and provided methodological support to information security managers of the CII enterprises.

Development and approval of the Model Regulations on Security of Automated Process Control Systems of the foreign operations of the Company made it possible to improve the information security activities of the foreign operations.





6. Appendices

Appendix 1. About the present Report

Approach to reporting

GRI 2-3, GRI 2-4, GRI 2-5, HKEX Para 11, HKEX Para 14, ASI PS 3.1

OThe RUSAL Sustainable Development Report for 2022 (hereinafter referred to as the Report) is the thirteenth public non-financial report prepared by RUSAL and addressed to a wide range of stakeholders. The Report discloses information on RUSAL's achievements in the field of sustainable development for the reporting period from 1 January 2022 to 31 December 2022, and also states plans for further improvement of the corporate ESG system for 2023 and the medium term. The Board of Directors has reviewed the Report and has confirmed that it reflects all material ESG-topics related to the Company's activities.

The report was published on the April, 28, 2023 and posted in an electronic version on the Company's website: <https://rusal.ru/sustainability/report/>

The Report is based in accordance with the requirements and recommendations of such non-financial reporting standards and sustainability initiatives:

- The GRI Universal Standards (Global Reporting Initiative Standards),
- The GRI Mining and Metals Sector Supplement (2013),
- The SASB standards for the metallurgical and mining industry (Sustainability Accounting Standards Board),
- TCFD recommendations on climate-related disclosures (Task Force on Climate-related Financial Disclosures),

- The requirements of the Guidelines on Environmental, Social and Governance Reporting of the Hong Kong Stock Exchange,
- The industry standards ASI Performance and ASI Chain of Custody for aluminium producers (Aluminium Stewardship Initiative),
- UN Global Compact principles.

The Report also contains information on the Company's contribution towards achieving the UN Sustainable Development Goals for the period up to 2030.

The reports that RUSAL regularly submits to the state authorities and management accounting data serve as the main sources of sustainability information. The financial data in the Report is presented on the basis of consolidated financial statements prepared in accordance with International Financial Reporting Standards (IFRS) and is disclosed in US dollars. Russian rouble figures are translated into US dollars using the average annual exchange rate of the Bank of Russia for 2022.

The most significant indicators of RUSAL's performance are given in three-year dynamics (2020-2022) to ensure comparability of data. There have been no significant changes in the methodology of indicator calculation in the reporting period. The report contains a number of corrections to the data for previous years, comments on the changes have been included to the text.

RUSAL is carrying out an independent assurance of the Report. The 2022 Report's data and compliance of the disclosures with GRI standards have been assured by B1 group of companies. RUSAL assures the Report to increase the level of stakeholder confidence in the Company's sustainability information.

Reporting principles

HKEX Para 14

In preparing the Sustainability Report, RUSAL is guided by the following key principles.

The principles forming the basis of the Report

Principle	Description
Stakeholder engagement	The opinion of stakeholders is the primary factor for RUSAL in deciding on the approach to the preparation of the Sustainability Report. The Company conducted a survey of all stakeholder groups, which revealed how RUSAL's activities affect them and which topics of sustainable development and, accordingly, the Report, are material to them.
Sustainable development context	The Report discloses information on RUSAL's sustainable development, with the Company's impact considered at different levels: global, regional and local. In addition to the geographical context of sustainable development, the Report presents ESG data broken down by environmental, social and governance aspects.
Materiality	The structure of the Sustainability Report is based on material topics identified by stakeholders and a comparative analysis of non-financial reports of comparable companies to RUSAL and other sustainability leaders.
Completeness	The indicators in the Report and reporting boundaries are informative and sufficient to demonstrate the Company's external impact in the area of sustainable development and a reliable assessment of performance, which is ensured by independent assurance.
Quantitative aspects	RUSAL's significant sustainability activities are supported by quantitative data, the accuracy of the calculation of which is confirmed in the course of the audit.
Consistency	The Company has been preparing non-financial statements for many years and maintains sufficient continuity between the Reports in the approach to their preparation and structure. The Company discloses the most significant indicators similarly to the previous period in the dynamic's year-on-year for the comparability of annual values. Changes in the Report preparation methodology and indicator calculation, as well as in the values of previous years as a result of their recalculation are accompanied by comments and caveats.

Reporting boundaries

GRI 2-2, GRI 3-2, HKEX Para 15

The RUSAL Sustainability Report 2022 consolidates the activities of MKPAO RUSAL and all its entities and operating assets in accordance with IFRS, which have significant ESG impact. The exclusion of any enterprises and assets from the calculation of individual indicators is noted in the notes to the respective indicators.

There were the following changes in the reporting boundary during the reporting period. The Aluminium Rheinfelden (Germany) enterprises acquired by

RUSAL in 2021 are included in the Report from the current reporting period. The joint venture Queensland Alumina Ltd (Australia) is excluded from the reporting boundary due to the fact that since April 2022 the Australian government has imposed a ban on the export of alumina and bauxite to Russia. Data on the Mykolaiv Alumina Refinery (Ukraine) is not included in the Report, as production there has been suspended¹.

For more information, see the Asset Map subsection.

¹ With the exception of data in the field of personnel management, health and safety and economic value calculations.

Appendix 2. Key sustainability data

ECONOMIC INDICATORS

Indicator	Units	2020	2021	2022
Total net sales at year end, USD GRI 2-6	USD, mln	8,566	11,994	13,974
Capitalisation volume at year end				
including borrowed capital (loans and borrowings, including bonds)	USD, mln	7,792	6,733	9,457
including equity	USD, mln	6,543	10,524	12,307
Total volume of products supplied at year end (sale of primary aluminium and alloys) GRI 2-6, SASB EM-MM-000.A	tonnes	3,925,871	3,903,981	3,896,399
ECONOMIC VALUE GRI 201-1, HKEX KPI B8.2				
Direct economic value generated	USD, mln	9,575	13,844	15,608
Revenue	USD, mln	8,566	11,994	13,974
Income from investments in associates and joint ventures	USD, mln	976	1,807	1,555
Interest income on loans	USD, mln	33	43	79
Distributed economic value	USD, mln	8,198	10,496	13,626
Operating costs	USD, mln	7,431	9,502	12,251
including employee wages and salaries	USD, mln	624	724	937
including retirement costs	USD, mln	160	196	248
Payments to providers of capital	USD, mln	459	364	727
including dividends paid	USD, mln	-	-	302
Payments to the government	USD, mln	85	389	366
Social spending (charity) ¹	USD, mln	63	45	34
Retained economic value	USD, mln	1,377	3,348	1,982
FINANCIAL ASSISTANCE RECEIVED FROM THE STATE GRI 201-4, ASI PS 3.3				
Tax relief and tax credits	USD, mln	0	0	0
Grants, including those for R&D	USD, mln	0	0	0
Total	USD, mln	0	0	0

¹ Values have been added to replace the 'Social expenditure' category, which only reflected expenditure on charity.

Environmental protection

Indicator	Units	2020	2021	2022
Total monetary value of fines for non-compliance with the environmental legislation	USD, thsd	34.2	79	141
Total number of significant violations of the environmental legislation ¹ GRI 2-27, ASI PS 3.2	number	0	0	0
Total number of instances of the imposition of non-financial sanctions GRI 2-27, ASI PS 3.2	number	0	0	0
Total number of cases brought through dispute resolution in connection with violation of the environmental legislation GRI 2-27, ASI PS 3.2	number	0	0	0
WATER ²				
Total freshwater withdrawal GRI 303-3, ASI PS 7.2, 7.3, SASB EM-MM-140a.1	mln cubic metres	154.0	155.4	149.9
broken down by source				
Surface water	mln cubic metres	110.1	121.2	109.1
Groundwater	mln cubic metres	20.7	4.0	12.6
Urban networks	mln cubic metres	17.7	14.3	12.5
Other	mln cubic metres	5.4	15.9	15.7
Total seawater withdrawal GRI 303-3, ASI PS 7.2, 7.3	mln cubic metres	22.8	23.0	22.8
Total freshwater and seawater withdrawal GRI 303-3, ASI PS 7.2, 7.3	mln cubic metres	176.8	178.4	172.7
Total water withdrawal intensity	cubic metres/tonnes of alumina produced	21.6	21.5	29.0
Freshwater used for production needs GRI 303-5, HKEX KPI A2.2, ASI PS 7.2,7.3	mln cubic metres	103.8	107.5	99.0
Total volume of freshwater consumption ³ GRI 303-5, HKEX KPI A2.2, SASB EM-MM-140a.1, ASI PS 7.2,7.3	mln cubic metres	113.6	116.1	112
broken down by divisions				
Aluminium Division	mln cubic metres	19.5	17.8	19.1
Alumina Division	mln cubic metres	93.0	95.9	82.2

¹ Significant non-compliance with the environmental requirements is characterised by fines/penalties of over one mln US Dollars.

² Herein, there is no water-related data for the Bauxite Company of Guyana, the Bauxite Company of Kindia (Guinea), and the Friguia Bauxite and Alumina Complex that are not equipped with water metering systems (there are no applicable local regulations for the system of monitoring and measuring water resources). The consolidated values of the Company include only data on the water withdrawal of the Friguia Bauxite and Alumina Complex.

³ At Russia-based enterprises, water consumption is calculated in accordance with Form 2-TP (water management) as a summation of the following water use codes: "102" (production needs), "8" (other needs). Divisions located in other countries apply other similar calculation methodologies that correspond to the national specifics of accounting.

Environmental protection

Indicator	Units	2020	2021	2022
New Projects Directorate	mln cubic metres	0.6	0.8	1.0
Downstream Division	mln cubic metres	0.5	1.5	1.7
Share of repeated and recirculated water supply ¹	%	92.6	91.5	91.5
Total volume of industrial wastewater discharge into surface water bodies GRI 303-4, ASI PS 6.2	mln cubic metres	34.3	25.9	23.1
broken down by type				
Polluted	mln cubic metres	21.5	21.0	18.5
Treated	mln cubic metres	12.5	4.7	4.5
Nominally clean	mln cubic metres	0.3	0.2	0.0
Total industrial wastewater discharge intensity (discharge into surface water bodies)	cubic metres/tonnes of alumina produced	4.2	3.1	3.88
Total volume of seawater discharge GRI 303-4	mln cubic metres	22.8	22.7	22.8
WASTE				
Accumulation of non-hazardous waste as at 31 December ²	mln tonnes	1,057.8	1,020.2	989.0
Total volumes of accumulated overburden ³ and sludge ^{4, 5} GRI MM3	mln tonnes	951.9	982.2	917.2
broken down by type of waste				
overburden volumes	mln tonnes	469.0	488.0	488.3
sludge volume	mln tonnes	482.9	494.2	428.0
Volumes of formed overburden and sludge	mln tonnes	71.4	82.7	61.7
broken down by type of waste				
overburden volumes	mln tonnes	57.0	68.6	49.0
sludge volume SASB EM-MM-150a.7	mln tonnes	14.4	14.1	12.0

1 The indicator was calculated using the following formula: volume of repeated and recirculated water supply/(volume of repeated and recirculated water supply + volume of freshwater used for production needs).

2 Herein, in accordance with Russian legislation on environmental protection, hazardous wastes mean wastes of Classes I, II and III (extremely hazardous, highly hazardous and moderately hazardous), and non-hazardous wastes of Classes IV and V (lowhazardous and practically non-hazardous). Enterprises located in other countries define waste types according to national classifications.

3 Overburden from bauxite/nepheline mining and other overburden (e. g. from the mining of limestone).

4 Red/nepheline sludge.

5 Herein, the data on deposits located in Guyana (Guyana Bauxite Company) and Guinea (Kindia and Dian Bauxite Company) that may be relevant for the consolidated indicators of formation and management of overburden and sludge is excluded due to the lack of measurement systems and corresponding requirements in the national legislation.

Environmental protection

Indicator	Units	2020	2021	2022
Total volumes of waste, excluding overburden, broken down by operation ¹ GRI 306-3, GRI 306-4, GRI 306-5, HKEX KPI A1.3, HKEX KPI A1.4, ASI PS 6.5				
Generated SASB EM-MM-150a.7.	mln tonnes	16.7	15.6	13.8
Disposed ²	mln tonnes	13.8	13.5	11.4
Recycled SASB EM-MM-150a.8.	mln tonnes	2.8	2.2	2.4
Total volumes of hazardous waste broken down by operation HKEX KPI A1.3				
Generated	mln tonnes	0.8	0.7	0.8
Disposed	mln tonnes	0.1	0.04	0.02
Recycled	mln tonnes	0.8	0.66	0.81
Total volumes of non-hazardous waste, excluding overburden, broken down by operation HKEX KPI A1.4				
Generated	mln tonnes	15.9	15.0	13.0
Disposed	mln tonnes	13.7	13.5	11.3
Recycled	mln tonnes	2.0	1.5	1.6
Hazardous waste intensity HKEX KPI A1.3	tonnes/tonnes of aluminium produced	0.23	0.18	0.20
Total non-hazardous waste intensity (excluding overburden) HKEX KPI A1.4	tonnes/tonnes of aluminium produced	4.23	3.96	3.39
SPECIFIC WASTE				
Red/nepheline sludge from alumina production broken down by operation GRI MM3, SASB EM-MM-150a.5., ASI PS 6.6				
Generated	mln tonnes	14.4	14.1	12.0
Disposed	mln tonnes	13.4	11.7	11.1
Recycled	mln tonnes	1.1	0.9	0.9
Percentage of red/nepheline sludge sent for recycling	%	7.4	6.6	7.7
Spent carbon pot lining broken down by operation ASI PS 6.7				
Generated	thsd tonnes	38.2	33.0	35.0
Disposed	thsd tonnes	8.5	9.1	7.8
Recycled	thsd tonnes	31.1	24.8	24.0
Percentage of spent carbon pot lining sent for recycling	%	81.4	75.2	68.7

1 The values for hazardous waste generation and recycling for 2019 and 2020 have been updated – the volume of formation and recycling of waste dust from gas treatment plants was included in the indicators.

2 Herein, this indicator covers the landfilling and accumulation of waste at the Company's facilities, as well as transfer of waste to other organisations for the purpose of landfilling.

Environmental protection

Indicator	Units	2020	2021	2022
AIR EMISSIONS¹ GRI 305-7, HKEX KPI A1.1, ASI PS 6.1				
Total emissions intensity	tonnes/tonnes of aluminium produced	0.094	0.096	0.094
SOx emissions intensity	tonnes/tonnes of aluminium produced	0.011	0.012	0.012
NOx emissions intensity	tonnes/tonnes of aluminium produced	0.005	0.006	0.005
VOC emissios intensity	tonnes/tonnes of aluminium produced	0.0004	0.0003	0.0002

Climate change

GHG emissions	Units	2020	2021	2022
Direct (Scope 1) GHG emissions GRI 305-1, HKEX KPI A1.2				
broken down by divisions				
Aluminium Division	tonnes CO ₂ e	8,915,130	8,868,230	8,899,685
Other production	tonnes CO ₂ e	17,865,621	19,702,118	19,420,800
Indirect (Scope 2) GHG emissions GRI 305-2, HKEX KPI A1.2				
broken down by divisions				
Aluminium Division	tonnes CO ₂ e	820,515	596,093	494,921
Other production	tonnes CO ₂ e	986,448	781,888	719,216
Specific GHG emissions HKEX KPI A1.2				
Direct (Scope 1) specific GHG emissions in electrolysis operations	tonnes CO ₂ e per tonne of aluminium produced	2.04	2.02	2,00

¹ The data on greenhouse gas emissions in 2020 does not include the volume of emissions at the Downstream Division enterprises. The data for 2021 includes emissions at the Downstream Division enterprises that in 2021 amounted to 154,787.67 tonnes of CO₂e (Scopes 1, 2 and 3).

HKEX KPI A1.5, ASI PS 5.2

Scope 1

Decrease in 2022 compared to 2021 was caused:

Due to the shutdown of the Mykolaiv alumina plant

Scope 2

Decrease in 2022 compared to 2021 was caused:

Due to an increase in the share of electricity under direct contracts at aluminum smelters

Scope 3

Growth in 2022 compared to 2021 was caused:

Due to the change in the basket of imported raw materials (alumina)

Energy efficiency

	Units	2020	2021	2022
Fuel consumption GRI 302-1, HKEX KPI A2.1, ASI 5.1				
broken down by type of fuel				
Natural gas	bn cubic m	3.10	3.56	3.20
Heavy fuel	mIn tonnes	0.61	0.67	0.59
Coal	mIn tonnes	3.62	3.56	3.57
Diesel	mIn tonnes	0.09	0.10	0.10
Other ¹	mIn tonnes	0.04	0.06	0.09
Total consumption of non-renewable energy sources (fuels)	mIn GJ	212.6	232.2	217.5
Energy consumption (purchased and received electricity and heat) GRI 302-1, HKEX KPI A2.1, SASB EM-MM-130a.1.				
broken down by type				
Electricity	mIn MWh	67	67	68
Electricity	mIn GJ	241.6	242.4	243.9
Share of purchased electricity	%	100	100	100
Heat	mIn Gcal	0.7	0.8	0.9
Heat	mIn GJ	2.9	3.4	3.7
Total fuel consumption	mIn GJ	457.6	478.7	466.4
Fuel consumption from renewable sources	mIn GJ	0.51	0.63	1.29
Energy intensity GRI 302-3				
Energy intensity coefficient	GJ/tonne	65.1	65.3	119
Energy consumption intensity coefficient	kWh/tonne	18,083.48	18,139.03	33,055.56
HKEX KPI A2.1				

¹ The figures include diesel, gasoline, kerosene and LNG, coke, charcoal, and biofuel.

Employees

Indicator	Units	2020	2021	2022
TOTAL MANPOWER AT THE END OF THE REPORTING PERIOD	number	56,150	57,933	59,463
broken down by country and sex				
GRI 2-7, HKEX KPI B1.1, SASB EM-MM-000.B				
Russia	number	46,019	47,873	49,313
Male	number	33,493	34,794	35,728
Female	number	12,526	13,079	13,585
Armenia	number	679	676	649
Male	number	598	593	572
Female	number	81	83	77
Ukraine	number	2,885	2,899	2,749
Male	number	2,208	2,215	2,123
Female	number	677	684	626
Jamaica	number	1,161	1,134	1,166
Male	number	1,013	974	997
Female	number	148	160	169
Guinea	number	3,832	3,816	3,849
Male	number	3,596	3,585	3,621
Female	number	236	231	228
Ireland	number	469	459	459
Male	number	432	420	420
Female	number	37	39	39
Guyana	number	127	113	99
Male	number	101	92	82
Female	number	26	21	17
Sweden	number	496	488	459
Male	number	431	426	404
Female	number	65	62	55
Other countries	number	482	475	720
Male	number	398	387	593
Female	number	84	88	127
Average headcount	number	53,335	55,971	57,485
GRI 401-1				
Percentage of new recruitments	%	13.8	14.1	10.9
GRI 401-1				
Female	%	24.4	26.6	27.3
Male	%	75.6	73.4	72.7
Number of new recruitments	number	7,723	8,154	6,480

Employees

Indicator	Units	2020	2021	2022
by region of operations and age				
GRI 401-1				
Russia	number	6,805	7,327	5,747
Employees under 30 years old	number	2,367	2,664	2,112
Employees 30 to 50 years old	number	3,796	4,109	3,205
Employees over 50 years old	number	642	554	430
Other countries	number	918	827	733
Employees under 30 years old	number	362	333	263
Employees 30 to 50 years old	number	457	400	335
Employees over 50 years old	number	99	94	135
Turnover rate	%	10.9	10.6	9.5
GRI 401-1, KPI B1.2				
by age groups				
GRI 401-1				
Employees under 30 years old	%	17.5	19.2	18.4
Employees 30 to 50 years old	%	9.0	8.3	7.1
Employees over 50 years old	%	12.0	11.5	10.9
by region of operations and age				
GRI 401-1				
Russia, including	%	10.8	11.0	9.7
Female	%	10.8	10.6	9.5
under 30 years old	%	20	21.4	21.0
30 to 50 years old	%	9.2	8.9	7.9
over 50 years old	%	10.8	10.3	8.8
Male	%	10.8	11.1	9.7
under 30 years old	%	16.3	19.4	18.8
30 to 50 years old	%	8.8	8.7	7.3
over 50 years old	%	12.4	12.1	10.5
Other countries, including	%	11.8	8.7	8.7
Female	%	8.1	7.5	13.3
under 30 years old	%	18.6	15.1	26.2
30 to 50 years old	%	6.9	4.3	7.9
over 50 years old	%	6.9	10.1	18.5
Male	%	12.3	9.0	8.0
under 30 years old	%	20.2	16.3	11.1
30 to 50 years old	%	9.9	6.1	4.7
over 50 years old	%	13.3	11.6	13.7

Employees

Indicator	Units	2020	2021	2022
Percentage of employees covered by collective agreements	%	85.5	84.6	86.2
GRI 102-41, SASB EM-MM-310a.1, ASI PS 10.1b				
MANPOWER BY GENDER				
GRI 405-1, HKEX KPI B1.1				
Percentage of female employees	%	24.7	24.9	25.1
Percentage of female senior managers	%	16.6	17.4	18.0
Percentage of female mid-level managers	%	20.1	21.2	21.7
Percentage of female specialists	%	56.6	54.5	55.6
Percentage of female workers	%	20.3	20.2	20.1
MANPOWER BY AGE GROUPS				
GRI 405-1, HKEX KPI B1.1				
Employees aged under 30	number	8,372	8,460	7,990
Percentage of employees aged under 30	%	14.9	14.6	13.4
Employees aged 30to 50	number	34,949	36,407	37,399
Percentage of employees aged 30 to 50	%	62.2	62.8	62.9
Employees aged over 50	number	12,829	13,066	14,074
Percentage of employees aged over 50	%	22.8	22.6	23.7
broken down by employee category				
Senior managers	number	643	656	690
under 30 years old	number	3	1	1
30 to 50 years old	number	406	395	424
over 50 years old	number	234	260	265
Mid-level managers	number	4,268	4,334	4,690
under 30 years old	number	121	126	120
30 to50 years old	number	2,845	2,960	3,147
over 50 years old	number	1,302	1,248	1,423
Specialists	number	6,974	7,880	8,179
under 30 years old	number	922	1,068	1,061
30 to 50 years old	number	4,503	5,252	5,422
over 50 years old	number	1,549	1,560	1,696
Workers	number	44,265	45,063	45,904
under 30 years old	number	7,326	7,265	6,808
30 to 50 years old	number	27,195	27,800	28,406
over 50 years old	number	9,744	9,998	10,690

Employees

Indicator	Units	2020	2021	2022
EMPLOYEES BY EMPLOYMENT CONTRACT TYPE				
GRI 2-7, HKEX KPI B1.1				
PERMANENT EMPLOYMENT CONTRACT				
Percentage of employees on a permanent contract	%	91.5	92.3	92.4
Permanent contract	number	51,402	53,447	54,940
Male	number	38,844	40,525	41,516
Female	number	12,558	12,922	13,424
Percentage of employees on a permanent contract in Russia	%	95.6	94.8	95.0
Percentage of employees on a permanent contract in other countries	%	73.2	80.0	79.6
broken down by country and sex				
GRI 2-7				
Russia	number	43,985	45,402	46,864
Male	number	32,484	33,563	34,484
Female	number	11,501	11,839	12,380
Armenia	number	669	671	644
Male	number	588	591	568
Female	number	81	80	76
Ukraine	number	2,653	2,708	2,566
Male	number	2,017	2,060	1,976
Female	number	636	648	590
Jamaica	number	0	0	0
Male	number	0	0	0
Female	number	0	0	0
Guinea	number	2,652	3,250	3,272
Male	number	2,498	3,072	3,095
Female	number	154	178	177
Ireland	number	452	444	439
Male	number	417	406	401
Female	number	35	38	38
Guyana ¹	number	122	108	95
Male	number	96	87	78
Female	number	26	21	17
Sweden	number	425	440	444
Male	number	373	388	392
Female	number	52	52	52

¹ In 2020, Guyana's personnel was under 400 employees.

Employees

Indicator	Units	2020	2021	2022
Other countries ¹	number	444	424	616
Male	number	371	358	522
Female	number	73	66	94
FIXED-TERM EMPLOYMENT CONTRACT				
Percentage of employees hired on a fixed-term basis	%	8.5	7.7	7.6
Fixed-term employment contract	number	4,748	4,486	4,523
Male	number	3,426	2,961	3,024
Female	number	1,322	1,525	1,499
Percentage of employees hired on a fixed-term basis in Russia	%	4.4	5.2	5.0
Percentage of employees with fixed term employment contract in other countries	%	26.8	20.0	20.4
broken down by country and sex				
GRI 2-7				
Russia	number	2,034	2,471	2 449
Male	number	1,009	1,231	1 244
Female	number	1,025	1,240	1 205
Armenia	number	10	5	5
Male	number	10	2	4
Female	number		3	1
Ukraine	number	232	191	183
Male	number	191	155	147
Female	number	41	36	36
Jamaica	number	1,161	1,134	1 166
Male	number	1,013	974	997
Female	number	148	160	169
Guinea	number	1,180	566	577
Male	number	1,098	513	526
Female	number	82	53	51
Ireland	number	17	15	20
Male	number	15	14	19
Female	number	2	1	1
Guyana ²	number	5	5	4
Male	number	5	5	4
Female	number	0	0	0

1 "Other Countries" are defined as countries where overall manpower is under 400 employees as at end of the reporting period.

2 In 2020, Guyana's personnel was under 400 employees.

Employees

Indicator	Units	2020	2021	2022
Sweden	number	71	48	15
Male	number	58	38	12
Female	number	13	10	3
Other countries ¹	number	38	51	104
Male	number	27	29	71
Female	number	11	22	33
EMPLOYEES BY EMPLOYMENT CONTRACT TYPE				
GRI 2-7, HKEX KPI B1.1				
FULL-TIME				
Percentage of full-time employees	%	98.8	98.9	97.1
Percentage of full-time employees in Russia	%	99.7	99.7	99.8
Percentage of full-time employees in other countries	%	94.8	95.0	84.0
Full-time employees, including	number	55,461	57,308	57,734
Male	number	41,750	43,046	43,188
Female	number	13,711	14,262	14,546
broken down by country and sex				
GRI 2-7				
Russia	number	45,860	47,752	49,207
Male	number	33,406	34,754	35,702
Female	number	12,454	12,998	13,505
Armenia	number	679	676	649
Male	number	598	593	572
Female	number	81	83	77
Ukraine	number	2,881	2,895	1,686
Male	number	2,206	2,213	1,240
Female	number	675	682	446
Jamaica	number	676	677	660
Male	number	614	609	589
Female	number	62	68	71
Guinea	number	3,830	3,814	3,847
Male	number	3,596	3,585	3,619
Female	number	234	229	228
Ireland	number	469	459	459
Male	number	432	420	420
Female	number	37	39	39

1 "Other Countries" are defined as countries where overall manpower is under 400 employees as at end of the reporting period.

Employees

Indicator	Units	2020	2021	2022
Guyana ¹	number	127	112	98
Male	number	101	92	82
Female	number	26	20	16
Sweden	number	494	485	458
Male	number	429	423	403
Female	number	65	62	55
Other countries ²	number	445	438	670
Male	number	368	357	561
Female	number	77	81	109
PART-TIME				
Percentage of part-time employees	%	1.2	1.1	2.9
Percentage of part-time employees in Russia	%	0.3	0.3	0.2
Percentage of part-time employees in other countries	%	5.2	5.0	16.0
Part-time employees, including	number	689	625	1,729
Male	number	520	440	1,352
Female	number	169	185	377
broken down by country and sex				
GRI 2-7				
Russia	number	159	121	106
Male	number	87	40	26
Female	number	72	81	80
Armenia	number	0	0	0
Male	number	0	0	0
Female	number	0	0	0
Ukraine	number	4	4	1,063
Male	number	2	2	883
Female	number	2	2	180
Jamaica	number	485	457	506
Male	number	399	365	408
Female	number	86	92	98
Guinea	number	2	2	2
Male	number			2
Female	number	2	2	

¹ In 2020, Guyana's personnel was under 400 employees.

² "Other Countries" are defined as countries where overall manpower is under 400 employees as at end of the reporting period.

Employees

Indicator	Units	2020	2021	2022
Ireland	number	0	0	0
Male	number	0	0	0
Female	number	0	0	0
Guyana ¹	number	0	1	1
Male	number			
Female	number		1	1
Sweden	number	2	3	1
Male	number	2	3	1
Female	number	0	0	0
Other countries ²	number	37	37	50
Male	number	30	30	32
Female	number	7	7	18
RUSAL MINIMUM ENTRY LEVEL SALARIES				
GRI 202-1				
broken down by country				
Russia	USD	180	246	321
Female	USD	n/a	246	321
Male	USD	n/a	246	321
Armenia	USD	435	439	564
Female	USD	n/a	444	729
Male	USD	n/a	439	564
Ukraine	USD	185	238	207
Female	USD	n/a	238	207
Male	USD	n/a	238	207
Jamaica	USD	331	313	345
Female	USD	n/a	313	345
Male	USD	n/a	313	347
Guinea	USD	70	69	77
Female	USD	n/a	69	77
Male	USD	n/a	69	77
Guyana	USD	568	556	554
Female	USD	n/a	556	554
Male	USD	n/a	603	605

¹ In 2020, Guyana's personnel was under 400 employees.

² "Other Countries" are defined as countries where overall manpower is under 400 employees as at end of the reporting period.

Employees

Indicator	Units	2020	2021	2022
Nigeria	USD	150	143	131
Female	USD	n/a	192	172
Male	USD	n/a	143	131
RUSAL MINIMUM ENTRY LEVEL SALARIES VS REGIONAL MINIMUM				
GRI 202-1, ASI PS 10.7a				
broken down by country				
Russia	coefficient	1.1	1.4	1.4
Armenia	coefficient	2.3	2.3	2.6
Ukraine	coefficient	1	1	1
Jamaica	coefficient	1.5	1.6	1.4
Guinea	coefficient	1.5	1.5	1.2
Guyana	coefficient	2.7	2.6	1.9
Nigeria	coefficient	1.8	1.9	1.8
GENDER PAYOUT RATIO				
GRI 405-2				
Average wages of men vs average wages of women				
Russia	coefficient	1.3	1.3	1.3
Other countries	coefficient	0.7	0.9	0.7
Senior managers				
Russia	coefficient	1.3	1.7	1.1
Other countries	coefficient	1.2	1.1	1.5
Mid-level managers				
Russia	coefficient	1.1	1.1	1.1
Other countries	coefficient	0.8	1.2	0.9
Specialists				
Russia	coefficient	1.7	1.5	1.4
Other countries	coefficient	0.8	1.1	0.7
Workers				
Russia	coefficient	1.5	1.4	1.4
Other countries	coefficient	1.1	1.0	2.1
PROPORTION OF THE SENIOR MANAGEMENT STAFF HIRED FROM THE LOCAL COMMUNITY ¹				
GRI 202-2				
Total	%	90.3	90.4	90.9
Russia	%	99.8	99.8	99.8
Other countries	%	61.6	60.8	64.6

¹ Share of top management from among the local population in the Russian Federation and other countries was recalculated for 2018–2020 due to a change in the approach to calculating the indicator. When calculating the indicators, the value of the total number of employees at the end of the year was used instead of the average number of employees.
Geographic definition of the local population includes the country.

Employees

Indicator	Units	2020	2021	2022
PARENTAL LEAVE				
GRI 401-3				
Total number of employees that were entitled to parental leave	number	7,408	7,186	5,924
Female	number	1,615	1,536	1,275
Male	number	5,793	5,650	4,649
Total number of employees that took parental leave	number	388	312	333
Female	number	363	291	320
Male	number	25	21	13
Total number of employees that returned to work in the reporting period after parental leave ended	number	266	280	317
Female	number	249	267	300
Male	number	17	13	17
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	number	242	215	227
Female	number	233	203	221
Male	number	9	12	6
Return to work rate of employees that took parental leave	%	84.7	84.3	80.9
Female	%	85.0	84.0	80.9
Male	%	84.7	92.9	81.0
Retention rate of employees that took parental leave	%	85.8	80.8	81.1
Female	%	86.0	81.5	82.8
Male	%	81.8	70.6	46.2

Training

Indicator	Units	2020	2021	2022
PERCENTAGE OF EMPLOYEES TRAINED HKEX KPI B3.1				
Break-down by gender				
Male	%	11	15	50.0
Female	%	23	27	29.0
Break-down by employee category				
Managers	%	36.7	60.02	55.9
Specialists	%	55.6	65.5	83.6
Workers	%	2.8	5.21	36.6
AVERAGE COMPLETED TRAINING HOURS PER EMPLOYEE GRI 404-1, HKEX KPI B3.2				
Average training hours per employee per year	hours	2.1	2.3	19.3
Break-down by gender				
Average number of training hours per female employee per year	hours	3.65	3.90	15.7
Average number of training hours per male employee per year	hours	1.6	1.75	20.5
Break-down by employee category				
Average number of training hours per manager per year	hours	6.4	7.3	21.0
Average number of training hours per specialist per year	hours	11.9	11.3	23.0
Average number of training hours per worker per year	hours	0.1	0.145	19

Health and safety performance

Indicator	Units	2020	2021	2022
Workers covered by the occupational health and safety management system GRI 403-8				
RUSAL	%	100	100	100
Contractors	%	100	100	100
Number of fatalities caused by work-related injuries (employees) ¹ GRI 403-9, SASB EM-MM-320a.1	number	2	7	4
Number of fatalities caused by work-related injuries (contractors) ² SASB EM-MM-320a.1	number	5	5	1

1 The "Key Sustainability Data" chapter herein: the data on injuries and occupational diseases contains reported cases for active employees only.
2 All workers who are not employees but whose work and/or workplace is controlled by the organization.

Health and safety performance

Indicator	Units	2020	2021	2022
LTIFR (including the main contractor ECM LLC) ¹	rate	0.18 ²	0.15	0.15
LTIFR (employees)	rate	0.2074	0.16	0.17
LTAFR (employees)	rate	0.20	0.18	0.18
Cases of occupational diseases ³ GRI 403-10	number	100	114	123
Cases of fatalities caused by occupational diseases	number	0	0	0
Employee fatality rate	rate	0.005	0.015	0.008
Severe injury rate	rate	0.04	0.04	0.04
Total rate of incidents recorded (TRIR)	rate	0.27	0.27	0.23
Number of work-related injuries (employees)	number	85	82	85
Number of high-consequence work-related injuries (less the contractors)				
RUSAL (employees)	number	18	16	18
Contractors	number	7	11	6
Number of hours worked GRI 403-9				
RUSAL	mln man-hours	84	90.9	95.6
Lost days due to work injury HKEX KPI B2.2	number	6,835	5,847	6,486

Investing in communities

Indicator	Units	2020	2021	2022
Social investments by category				
Education	%	10.8	26.9	33.3
Social assistance and support	%	3.1	2.0	5.6
Social infrastructure and urban environment	%	8.7	18.7	6.5
Culture	%	1.1	2.9	3.8
Environmental and animal protection	%	1.0	5.0	8.2
Healthcare	%	72.9	32.5	4.2
Sports	%	2.3	3.9	37.2
Volunteering	%	0.1	0.7	1.2
Development of NPOs and local communities	%	n/a	7.5	n/a
Total social investments	USD, mln	63	45.12	33.66

1 Here and further in the section "Key sustainability data", the LTIFR indicator is calculated for 200 thousand man-hours worked and includes cases of severe and minor injuries with temporary disability registered by the Company for the specified period. The LTAFR indicator is calculated for 200 thousand man-hours worked and includes cases of fatal, severe and minor injuries with temporary disability registered by the Company for the specified period
2 In 2020, the actual rate was 0.18, excluding Pikalevsky Alumina Plant LLC (PGLZ). Since the acquisition of the PGLZ in September 2020 up to the end of 2020, four work-related injuries, including two high-consequence work-related injuries, have occurred at the PGLZ. From 2021, PGLZ included into the general statistics of UC RUSAL.
3 The statistics do not include cases of newly diagnosed occupational diseases in the post-exposure period.

Governance

Indicator	Units	2020	2021	2022
Composition of the Board of Directors GRI 2-9, 405-1				
Total number of directors on the Board	number	14	14	13
Number of independent directors	number	8	8	7
Board of Directors by age group				
35 to 50 years old	number	5	4	4
50 to 70 years old	number	7	9	8
over 70 years old	number	2	1	1
Tenure on the Board of Directors				
up to 2 years	number	10	2	3
2 to5 years	number	3	9	8
over 5 years	number	1	3	2
Number of Board meetings	number	36	29	37
Gender composition of Senior Management GRI 2-9, 405-1				
Men	number	13	13	11
Women	number	1	1	2
Share of women	%	7	7	15
Independence of Board Committees GRI 2-9				
Audit Committee	%	100	100	100
Corporate Governance and Nomination Committee	%	100	100	100
Remuneration Committee	%	100	100	100
Health, Safety and Environmental Committee	%	83	83	75
Compliance Committee	%	100	100	100
Remuneration to superior governing bodies GRI 2-9				
Remuneration amount (including basic salary, performance-related salary, incentive salary and Directors' bonuses)	USD, thsd	7,333	7,629	7,817
Executive Directors	USD, thsd	2,938	2,965	3,567
Non-executive Directors	USD, thsd	861	889	641
Independent Non-executive Directors	USD, thsd	3,534	3,775	3,609

BUSINESS ETHICS

Indicator	Units	2020	2021	2022
Number of confirmed violations of internal codes of business conduct	number	4 ¹	4	0
Number of completed and initiated corruption cases against the issuer or his employees during the reporting period HKEX KPI B7.1	number	0	0	1
Members of governing bodies informed about the organisation's anti-corruption policies and methods GRI 205-2	%	0 ²	100	100
Employees informed about the organisation's anti-corruption policies and methods GRI 205-2	number	30,953	57,933	6 023
Business partners informed about the organisation's anti-corruption policies and methods GRI 205-2	%	100	100 ³	100
Members of governing bodies trained in anti-corruption policies and techniques GRI 205-2, HKEX KPI B7.3	number	0	0	0
Employees trained in anti-corruption policies and techniques GRI 205-2, HKEX KPI B7.3	number	30,953	1,817	2,043
Employees who have received training on "Declaration of Conflict of Interest by Company Employees" GRI 2-15	number	3,500	3,755	5,249
Number of conflict of interest declarations received GRI 2-15	number	3,300	3,755	4,643
COMPLIANCE WITH LEGAL REGULATIONS GRI 206-1				
Significant fines due to violation of antitrust laws	USD	n/a	0	0
Competition and Antitrust Violations Litigation	number	n/a	0	0
THE SIGNAL HOTINE GRI 2-26				
Total number of reports to the SignAL hotline	number	426	612	303
broken down by category				
Labour relations	number	245	213	126
Relationship with counterparties	number	80	146	90
Environment, occupational health and safety	number	26	29	42
Inefficient use of the Company's assets	number	21	32	21
Other	number	54	192	24

1 Clarification of the classification of violations in compared to the data presented in the Sustainable Development Report 2021.

2 They were not informed in 2020 since 2016 on Policy adoption.

3 The information is published on the Company's website as public information and is open for review by the counterparties.

SUPPLY CHAIN¹

Indicator	Units	2020	2021	2022
Total number of suppliers HKEX KPI B5.1	number	14,777	15,619	11,546
Management company	number	105	111	99
Aluminium Division	number	5,799	6,745	3,480
Alumina Division	number	6,585	6,823 ²	5,122
Downstream Division	number	2,282	1,607	2,224
New Projects Directorate	number	6	333	621
Total number of local suppliers ³ HKEX KPI B5.1	number	7,278	7,691	7,806
Management company	number	15	11	55
Aluminium Division	number	3,022	3,127	1,051
Alumina Division	number	3,216	3,792	4,194
Downstream Division	number	1,025	660	2,039
New Projects Directorate	number	-	101	467
Purchases from suppliers GRI 204-1	USD mln	6,881	8,574	7,802
Management company	USD mln	1,123	2,138	2,554
Aluminium Division	USD mln	4,065	4,440	3,456
Alumina Division	USD mln	1,584	1,887	1,602
Downstream Division	USD mln	104	87	116
New Projects Directorate	USD mln	5	22	74
Purchases from local suppliers GRI 204-1	USD mln	2,269	2,709	2,714
Management company	USD mln	166	272	1,318
Aluminium Division	USD mln	1,564	1,533	138
Alumina Division	USD mln	508	870	1,144
Downstream Division	USD mln	32	28	114
New Projects Directorate	USD mln	-	6	21
Number of new suppliers assessed against social criteria as part of supplier audits GRI 414-2	number	21	339	250
Number of supplier audits performed on sustainability compliance issues, including human rights violations	number	64	84	55

¹ The number of suppliers and local suppliers for 2019-2020 was adjusted due to a change in the approach to the collection of procurement data performed by the Management company and the Aluminium Division. Here and further in the section, the data related to supply chain are indicated without taking into account Mykolaiv Alumina Refinery and are not disclosed due to the inability to collect data from the enterprise.

² The 2021 figures for the Alumina Division have been clarified and adjusted.

³ For enterprises of the Russian Federation, the local market stands for the suppliers and contractors registered in the Subject of the Federation of the enterprise's presence (for Sayanogorsk - Khakassia + Krasnoyarsk Territory); for foreign enterprises (outside the Russian Federation) the local market stands for the suppliers and contractors registered in the country of presence.

SUPPLY CHAIN

Indicator	Units	2020	2021	2022
Share of purchases from local suppliers in total purchases GRI 204-1	%	33 ¹	32	35
Managing Company	%	15	13	52
Aluminium Division	%	38	35	4
Alumina Division	%	32	46	71
Downstream Division	%	30	33	80
New Projects Directorate	%	0	27	29
Total number of cases of non-compliance with the rules and/or voluntary codes related to information on goods and services, as well as labelling of goods GRI 417-2	number	0	5	4

BUSINESS SYSTEM¹

Indicator	Units	2020	2021	2022
Business system (BS) development				
Number of projects aimed at the BS development (projects at the Company level aimed at improving logistics operations, quality, supplier development, etc.)	number	107	94	112
Number of in-plant projects (projects at the enterprise level aimed at reducing losses, optimising the equipment) performance, etc.)	number	259	205	198
Total economic effect of the BS implementation	USD million	38.8	43.2	26.18
Kaizen Workshops				
Number of improvements proposed by employees	number	11,816	12,714	12,787
Number of implemented improvements proposed by employees	number	11,155	11,903	11,626
Number of Kaizen Workshops	number	10	10	10
Improvement of the Year Competition				
Number of participants	persons	1,148	1,232	1,303
Economic effect of the Kaizen proposals and projects	USD million	8.45	14.77	11.31
Training on the business system				
Internal training	persons	4,300	6,718	7,045
External training	persons	128	79	70
Distance training	persons	5,700	6,221	2,337
Number of practical trainings on various topics in organising and improving the production process	number	312	367	428

¹ The data obtained from divisions is presented on suppliers of all goods and services, except for credit and financial services

² The values of 2021 have been adjusted due to the improvement of the methodology.

Quality management system

Indicator	Units	2020	2021	2022
Quality management audits				
Number of internal corporate audits	number	32	34	22
Number of independent audits	number	24	30	30
Quality training for employees				
Number of employees trained	persons	1,800	2,085	1,831
Number of quality trainings	number	19	26	25

Appendix 3. GRI Content Index

Statement of use	UC RUSAL prepared the Report in accordance with GRI Standards for the reporting period 01.01.2022 – 12.31.2022
GRI 1 used	GRI 1: Foundation (2021) ¹
Applicable GRI Sector Standards	Not applicable ²

GRI Indicator		Cross-reference	Page number/ Comments, or additional information	RSPP basic performance indicators	HKEX	ASI	Excluded information
GRI 2 General disclosures (2021)							
1. The organisation and its reporting practices							
GRI 2-1	Organisational details	At a glance	p. 8 See 2022 Annual Report, section "General Information on the Company" International Public Joint-Stock Company				
GRI 2-2	Entities included in the organisation's sustainability reporting	Appendix 1. About the present Report Where we operate	p. 165				
GRI 2-3	Reporting period, frequency and contact point	Appendix 1. About the present Report Contact information	p. 164 p. 214				
GRI 2-4	Restatements of information	Appendix 1. About the present Report	p. 164				
GRI 2-5	External assurance	Appendix 1. About the present Report Appendix 6. External assurance	p. 212				
2. Activities and workers							
GRI 2-6	Activities, value chain and other business relationships	At a glance RUSAL's products Where we operate Interaction with consumers Appendix 2. Key sustainability data	p. 8 p. 10 p. 14 p. 156 p. 166		KPI B5.1–B5.4	PS 2.4	

¹ The principles are disclosed in the Appendix 1. About the Report
² The GRI Mining and Metals Supplement (2013) was applied



GRI Indicator		Cross-reference	Page number/ Comments, or additional information	RSPP basic performance indicators	HKEX	ASI	Excluded information
GRI 2-7	Employees	Personnel structure Appendix 2. Key sustainability data	p. 74, 172		KPI B1.1		The percentage of full-time employees is disclosed without a breakdown by gender, and the percentage of employees with a permanent contract is disclosed without breaking down by gender and region due to the specifics of information collection of the Company.
GRI 2-8	Workers who are not employees	-	-				2-8a. The Company does not collect data on the total number of workers who are not employees and whose work is controlled by the Company. Data on the type and nature of work performed by such workers has also not been collected during this reporting period. 2-8b,2-8c. Not applicable, see 2-8a.
3. Governance							
GRI 2-9	Governance structure and composition	Corporate governance structure and composition Appendix 2. Key sustainability data	p. 130, 184 See 2022 Annual Report, sections "Profiles of the Board Members, the General Director and Senior Management", "Corporate Governance Report". 2-9c-vi. The Board of Directors is balanced by gender and age criteria (based on the composition of the staff in the Group).			PS 2.1, 2.2	2-9c-viii. There are no stakeholder representatives on the Board.
GRI 2-10	Nomination and selection of the highest governance body	Corporate governance structure and composition	p. 130 See 2022 Annual Report, section "Corporate governance report"				

GRI Indicator		Cross-reference	Page number/ Comments, or additional information	RSPP basic performance indicators	HKEX	ASI	Excluded information
GRI 2-11	Chair of the highest governance body	Corporate governance structure and composition	See 2022 Annual Report, section "Corporate governance report"			PS 2.2	
GRI 2-12	Role of the highest governance body in overseeing the management of impacts	Factors essential for sustainable business development Corporate governance structure and composition Enhanced corporate governance for sustainable development Risks and internal control	p. 22 p. 130 p. 132 p. 137 The Company's divisions regularly provide the Board of Directors with feedback from interested parties as part of regular reports on their activity.		Para 10,13	PS 1.1, 3.1	
GRI 2-13	Delegation of responsibility for managing impacts	Enhanced corporate governance for sustainable development	p. 132		Para 13	PS 2.2	
GRI 2-14	Role of the highest governance body in sustainability reporting	Enhanced corporate governance for sustainable development	p. 132 The Sustainable Development Report was approved at the Board meeting (data)				
GRI 2-15	Conflicts of interest	Compliance system Appendix 2. Key sustainability data	p. 185 See 2022 Annual Report, sections "Report of the Board of Directors", "Corporate Governance Report"		Para 10,13		
GRI 2-16	Communication of critical concerns	Risks and internal control	p. 137				
GRI 2-17	Collective knowledge of the highest governance body	Corporate governance structure and composition Enhanced corporate governance for sustainable development	p. 130 p. 132 See 2022 Annual Report, section "Corporate governance report"				

GRI Indicator		Cross-reference	Page number/ Comments, or additional information	RSPP basic performance indicators	HKEX	ASI	Excluded information
GRI 2-18	Evaluation of the performance of the highest governance body	Corporate governance structure and composition	p. 130 See 2022 Annual Report, section "Corporate governance report"				
GRI 2-19	Remuneration policies	Remuneration of the members of the supreme governing bodies	p. 132 See 2022 Annual Report, section "Report of the Board of Directors"			PS 2.1, 2.2	
GRI 2-20	Process to determine remuneration	Motivation and remuneration of the members of the supreme governing bodies	p. 79 p. 132 See 2022 Annual Report, section "Report of the Board of Directors"				
GRI 2-21	Annual total compensation ratio	-	Information is not disclosed due to confidentiality restrictions.			PS 2.2	
4. Strategy, policies and practices							
GRI 2-22	Statement on sustainable development strategy	Message from the Chairman Message from the General director	p. 2, 4		Para 10,13		
GRI 2-23	Policy commitments	Sustainability Strategy 2035 SDGs and business priorities for sustainable development Human rights	p. 19 p. 28 p. 86	1.1. Main business conduct principles	PARA 13	PS 1.3, 2.5, 9.1	
GRI 2-24	Embedding policy commitments	Enhanced corporate governance for sustainable development	p. 132				
GRI 2-25	Processes to remediate negative impacts	-	Disclosed in the report on each material topic before the disclosure of key data		Para 13	PS 3.1	

GRI Indicator		Cross-reference	Page number/ Comments, or additional information	RSPP basic performance indicators	HKEX	ASI	Excluded information
GRI 2-26	Mechanisms for seeking advice and raising concerns	SignAL Hotline Appendix 2. Key sustainability data	p. 145 p. 185		KPI B7.2		
GRI 2-27	Compliance with laws and regulations	Contractor engagement Appendix 2. Key sustainability data	p. 108 p. 167		Aspect A1	PS 1.1 and 3.2	
GRI 2-28	Membership associations	Association and international initiatives membership	p. 26	3.3.5 Participation in non-profit organisations (e. g. industry organisations) and/or national and international organisations whose activities are related to the interests of the Company			
5. Stakeholder engagement							
GRI 2-29	Approach to stakeholder engagement	Factors essential for sustainable business development Methods of stakeholder engagement Developing local communities	p. 22 p. 23 p. 116		Para 7	PS 3.4	
GRI 2-30	Collective bargaining agreements	Social partnership	p. 86			PS 10.1	
GRI 3 Disclosures on material topics							
GRI 3-1	Process to determine material topics	Materiality assessment	p. 24		Para 11, 14		
GRI 3-2	List of material topics	Materiality assessment	p. 25		Para 14, 15	PS 3.1	
Environmental compliance and implementing the best available techniques							
GRI 3-3	Management of material topics	Environmental management approach	p. 35				

GRI Indicator		Cross-reference	Page number/ Comments, or additional information	RSPP basic performance indicators	HKEX	ASI	Excluded information
Products with low carbon footprint							
GRI 3-3	Management of material topics	Our approach to TCFD disclosure Climate risk management Climate strategy	p. 58, p. 60, p. 63				
GRI 302: Energy (2016)							
GRI 302-1	Energy consumption within the organisation	Energy efficiency Appendix 2. Key sustainability data	p. 69 p. 171	2.2. Energy consumption 2.2.1. Energy consumption per unit of production	KPI A2.1	PS 5.1	The Company's consumption of renewable energy is negligible for disclosure purposes.
GRI 302-3	Energy intensity	Appendix 2. Key sustainability data	p. 171				
GRI 302-4	Reduction of energy consumption	Energy efficiency	p. 68		KPI A2.3		
Safe management of tailings and waste							
GRI 3-3	Management of material topics	Environmental management approach Waste management	p. 35 p. 42		Aspect A1, A3; KPI A1.6; KPI A3.1; Para 13	PS 2.1, 2.3, 6.5	KPI A1.6 Annually, the Company sets the following goals related to the increase of the share of waste processing: the amount of transferred / processed spent coal lining, the amount of transferred / processed red / nepheline sludge. KPI A3.1 disclosed only in terms of the impact on water resources.
GRI 306 Waste (2020)							
GRI 306-1	Waste generation and significant waste-related impacts	Waste management	p. 42		KPI A1.3, KPI A1.4	PS 6.5	
GRI 306-2	Management of significant waste-related impacts	Waste management	p. 42				
GRI 306-3	Waste generated	Waste management effectiveness Appendix 2. Key sustainability data	p. 42 p. 169				
GRI 306-4	Waste diverted from disposal	Waste management Appendix 2. Key sustainability data	p. 46 p. 169				
GRI 306-5	Waste directed to disposal	Waste management effectiveness Appendix 2. Key sustainability data	p. 46 p. 169				

GRI Indicator		Cross-reference	Page number/ Comments, or additional information	RSPP basic performance indicators	HKEX	ASI	Excluded information
Air quality							
GRI 3-3	Management of material topics	Environmental management approach Air emissions	p. 35 p. 48				
GRI 305: Emissions (2016)							
GRI 305-7	Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions	Air emissions Appendix 2. Key sustainability data	p. 49 p. 170	2.6. Pollutant atmospheric emissions 2.6.1. Emissions per unit of production	KPI A1.1 KPI A1.5	PS 6.1	KPI A1.5 disclosed without specifying performance goals.
Land use and biodiversity							
GRI 3-3	Management of material topics	Management approach Biodiversity	p. 35 p. 52		Aspect A3; KPI A3.1; Para 13	PS 2.1; 2.3, 8.2	KPI A3.1 disclosed only in terms of the impact on water resources.
GRI 304: Biodiversity (2016)							
GRI 304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity	p. 54			PS 8.4	
GRI 304-2	Significant impacts of activities, products, and services on biodiversity	Biodiversity	p. 54		KPI A3.1	PS 8.1	
GRI 304-3	Habitats protected or restored	Biodiversity	p. 54			PS 8.5	The Company did not request independent external professionals in the approval of this indicator.
GRI 304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Biodiversity The Company, in its activities for the conservation of biodiversity, prevents the accidental or intentional introduction of alien species that can have a significant adverse impact on biodiversity.	p. 54		KPI A3.1	PS 8.3	
Water and wastewater management							
GRI 3-3	Management of material topics	Environmental management approach Water resources	p. 35 p. 38		Aspect A2, Para 13	PS 2.1; 2.3, 7.2	

GRI Indicator		Cross-reference	Page number/ Comments, or additional information	RSPP basic performance indicators	HKEX	ASI	Excluded information
GRI 303: Water and effluents (2018)							
GRI 303-1	Interactions with water as a shared resource	Water resources	p. 38			PS 7.2	KPI A2.2 disclosed without mentioning specific indicator.
GRI 303-2	Management of water discharge-related impacts	Water resources	p. 38		KPI A3.1	PS 6.2	
GRI 303-3	Water withdrawal	Water resources Water management effectiveness Appendix 2. Key sustainability data	p. 39 p. 40 p. 167		KPI A2.4	PS 7.2; 7.3	
GRI 303-4	Water discharges	Water resources Water management effectiveness Appendix 2. Key sustainability data	p. 39 p. 41 p. 168	2.7. Wastewater effluents 2.7.2. Pollutant effluents		PS 6.2	
GRI 303-5	Water consumption	Water resources Water management effectiveness Appendix 2. Key sustainability data	p. 39 p. 40 p. 167	2.3. Freshwater consumption for own use 2.3.1. Water consumption per unit of production 2.4. Share of recycled water consumption in total water consumption for own use	KPI A2.2	PS 7.2; 7.3	KPI A2.2 disclosed without mentioning specific indicator.
Climate change							
GRI 3-3	Management of material topics	Environmental management approach Climate change and energy	p. 35 p. 58		Aspect A1, A3; KPI A1.5, A3.1; Para 13	PS 2.1, 2.3, 4.1, 5.3	
GRI 305: Emissions (2016)							
GRI 305-1	Direct (Scope 1) GHG emissions	Performance under 2050 RUSAL climate strategy Appendix 2. Key sustainability data	p. 68 p. 170	2.5. Greenhouse gas emissions	KPI A1.1, A1.2	PS 5.1	
GRI 305-2	Energy indirect (Scope 2) GHG emissions	Performance under 2050 RUSAL climate strategy Appendix 2. Key sustainability data	p. 68 p. 170	2.5. Greenhouse gas emissions	KPI A1.1, A1.2	PS 5.1	
GRI 305-3	Other indirect (Scope 3) GHG emissions	Performance under 2050 RUSAL climate strategy	p. 68 The indicator (scope 3) includes greenhouse gas emissions from the production of purchased fuels and raw materials.		KPI A1.1, A1.2	PS 5.1	



GRI Indicator		Cross-reference	Page number/ Comments, or additional information	RSPP basic performance indicators	HKEX	ASI	Excluded information
GRI 305-4	GHG emissions intensity	Performance under 2050 RUSAL climate strategy	p. 67		KPI A1.2	PS 5.3	
GRI 305-5	Reduction of GHG emissions	Climate strategy	p. 63				
GRI 305-6	Emissions of ozone-depleting substances (ODS)	-	There are no emissions of ODS.				
Health and safety							
GRI 3-3	Management of material topics	Management approach	p. 93		Aspect B2; KPI B2.3; Para 13	PS 2.1; 2.3; 11.1	
GRI 403: Occupational Health and Safety (2018)							
GRI 403-1	Occupational health and safety management system	OHS management system	p. 96		Aspect B2 KPI B2.3	PS 11.1, 11.2	
GRI 403-2	Hazard identification, risk assessment, and incident investigation	Workplace safety culture Risk Identification and management	p. 97 p. 99				
GRI 403-3	Occupational health services	Medical departments of RUSAL	p. 105		KPI B2.3		
GRI 403-4	Worker participation, consultations, and communication on occupational health and safety	Workplace safety culture	p. 97		KPI B2.3		
GRI 403-5	Worker training on occupational health and safety	Training	p. 103		KPI B2.3		
GRI 403-6	Promotion of worker health	Medical departments of RUSAL	p. 105		KPI B2.3		
GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Fire safety and emergency readiness	p. 109		KPI B2.3		
GRI 403-8	Workers covered by an occupational health and safety management system	Appendix 2. Key sustainability data	p. 182				

GRI Indicator		Cross-reference	Page number/ Comments, or additional information	RSPP basic performance indicators	HKEX	ASI	Excluded information
GRI 403-9	Work-related injuries	Performance results Appendix 2. Key sustainability data	p. 101 p. 182	3.1.5. Rate of occupational injuries 3.1.6. Number of work-related fatalities	KPI B2.1; KPI B2.2	PS 11.4	The LTIFR rates for contractors are not disclosed. The Company currently does not collect such data. Data on occupational injuries does not include data on employees whose work and / or workplace is not controlled by the organisation. The data also does not include the number of working hours and the number of injuries used to calculate the LTIFR.
GRI 403-10	Work-related ill health	RUSAL medical services Appendix 2. Key sustainability data	p. 106 p. 183	3.1.7. Number of occupational diseases		PS 11.4	The number of cases of occupational diseases for contractors is not disclosed. The Company currently does not collect such data.
Human resource engagement							
GRI 3-3	Management of material topics	Employees Training and development Personnel structure Human rights	p. 72, 82, 86		Para 13, Aspect B1, B3	PS 2.1, 2.3, 9.2, 10.4	
GRI 202: Market Presence (2016)							
GRI 202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Motivation and remuneration Appendix 2. Key sustainability data	p. 80 p. 179			PS 10.7	The size of the standard entry-level salary is disclosed without a breakdown by gender due to the specifics of information collection of the Company.
GRI 202-2	Share of senior management hired from the local community	Personnel structure Appendix 2. Key sustainability data	p. 75 p. 180				
GRI 401: Employment (2016)							
GRI 401-1	New employee hires and employee turnover	Personnel structure Appendix 2. Key sustainability data	p. 74 p. 172	3.1.1. Total workforce by region 3.1.2 Employee turnover	KPI B1.2		KPI B1.2 disclosed without breakdown by region and age due to the specifics of information collection of the Company.

GRI Indicator		Cross-reference	Page number/ Comments, or additional information	RSPP basic performance indicators	HKEX	ASI	Excluded information
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Social support	p. 80 RUSAL provides the same social package to all employees working on a full-time, temporary or part-time basis.		Aspect B1		
GRI 402: Labor/Management Relations (2016)							
GRI 402-1	Minimum notice periods regarding operational changes	-	In accordance with the current Labour Code of the Russian Federation, federal laws and other regulatory legal acts containing labour law norms, agreements and employment contracts. According to Article 74.2 of the Labour Code, the minimum period is 2 months.				
GRI 404: Training and Education (2016)							
GRI 404-1	Average hours of training per year per employee	Appendix 2. Key sustainability data	p. 182	3.1.10. Number of training hours per employee			
GRI 404-2	Programmes for upgrading employee skills and transition assistance	Training and development	p. 82		Aspect B3		
GRI 405: Diversity and Equal Opportunity (2016)							
GRI 405-1	Diversity of governance bodies and employees	Personnel structure Corporate governance structure and composition Appendix 2. Key sustainability data	p. 75 p. 131 p. 174	3.1.12. Participation of women in management bodies	KPI B1.1		
GRI 405-2	Ratio of basic salary and remuneration of women to men	Motivation and remuneration Appendix 2. Key sustainability data	p. 79 p. 180				
Ethics and human rights							
GRI 3-3	Management of material topics	Human rights Sustainable supply chain of raw materials, goods and services Ethics and integrity	p. 86, 140, 150		Aspect B4; KPI B4.1; KPI B4.2; Para 13	PS 9.3, 10.2, 10.3	



GRI Indicator		Cross-reference	Page number/ Comments, or additional information	RSPP basic performance indicators	HKEX	ASI	Excluded information
GRI 406: Non-discrimination (2016)							
GRI 406-1	Incidents of discrimination and corrective actions taken	Human rights	p. 88				
GRI 407: Freedom of Association and Collective Bargaining (2016)							
GRI 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Social partnership Supplier management system	p. 86 p. 154				
GRI 408: Child Labor (2016)							
GRI 408-1	Operations and suppliers at significant risk of incidents involving child labour	Human rights Supplier management system	p. 86 p. 154		KPI B4.1; KPI B4.2		
GRI 409: Forced or Compulsory Labor (2016)							
GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Human rights Supplier management system	p. 88 p. 154		KPI B4.1; KPI B4.2		
GRI 410: Security Practices (2016)							
GRI 410-1	Security personnel trained in human rights policies or procedures	Human rights	p. 87				The share of trained employees who completed training is not disclosed due to the small quantitative value.
GRI 411: Rights of Indigenous Peoples (2016)							
GRI 411-1	Incidents of violation involving rights of indigenous people	Human rights	p. 88			PS 9.3	
Local communities							
GRI 3-3	Management of material topics	Community development outside of Russia Developing local communities	p. 111, 123		Aspect B8, Para 13	PS 2.3, 9.7	
GRI 203: Indirect Economic Impacts (2016)							
GRI 203-1	Infrastructure investments and services supported	RUSAL Territory Programme Community development outside of Russia	p. 120 p. 124		KPI B8.1, B8.2		

GRI Indicator		Cross-reference	Page number/ Comments, or additional information	RSPP basic performance indicators	HKEX	ASI	Excluded information
GRI 203-2	Significant indirect economic impacts	Health protection Developing local communities in the Russian Federation	p. 105 p. 111		KPI B8.1, B8.2		
GRI 413: Local Communities (2016)							
GRI 413-1	Operations with local community engagement, impact assessments, and development programmes	Developing local communities in the Russian Federation	p. 111	3.3.1 Interaction with authorities on socially significant matters (social and economic development in the regions of operation)	KPI B8.1, B8.2		
Contribution to economic sustainability and development							
GRI 3-3	Management of material topics	Tax strategy Supply chain structure	p. 147, 150		Para 13		
GRI 201: Economic Performance 2016							
GRI 201-1	Direct economic value generated and distributed	Appendix 2. Key sustainability data	p. 166	1.2. Volume of sales (work, services) 1.3. Accrued taxes and other mandatory deductions 1.4. Payroll costs 1.5. Asset investment 1.6. Payments to capital providers 1.7. Community investment	KPI B8.2	PS 3.3	
GRI 201-2	Financial implications and other risks and opportunities due to climate change	Climate Risk Management	p. 60				
GRI 201-3	Established benefit plan obligations and other retirement plans	-		RUSAL's employees have an opportunity to join the Trust funds which have been established in various countries. The Company allocates funds for the future pension provision of its employees in a certain proportion of the amount of the salary fund.			

GRI Indicator		Cross-reference	Page number/ Comments, or additional information	RSPP basic performance indicators	HKEX	ASI	Excluded information
GRI 201-4	Financial assistance received from government	Appendix 2. Key sustainability data	p. 166				
Compliance and anti-corruption							
GRI 3-3	Management of material topics	Anti-corruption approach	p. 141		Aspect B7; Para 13; KPI B7.2	PS 1.2	
GRI 205: Anti-corruption (2016)							
GRI 205-1	Operations assessed for corruption-related risks	-	Corruption risks are incorporated into the Company's Risk Map, and corruption risk assessments are conducted at all the Company's business units. In 2021, the Company identified no materialised risks.				
GRI 205-2	Communication and training about anti-corruption policies and procedures	Appendix 2. Key sustainability data	p. 185 In 2022, the Company did not train the Board members in anti-corruption practices.		Aspect B7, KPI B7.3		Disclosed data on the number of employees trained in anti-corruption policies.
GRI 205-3	Confirmed incidents of corruption and actions taken	-	Over the last three years, RUSAL have encountered no incidents of corruption.		Aspect B7, KPI B7.1		
Sustainable supply chain							
GRI 3-3	Management of material topics	Procurement of raw materials and supplies to produce core products Supplier audit and qualification Sustainable supply chain of raw materials, goods and services	p. 150		Para 13; Aspect B5; KPI B5.2		

GRI Indicator		Cross-reference	Page number/ Comments, or additional information	RSPP basic performance indicators	HKEX	ASI	Excluded information
GRI 204: Procurement Practices (2016)							
GRI 204-1	Share of spending on local suppliers	Supply chain structure Appendix 2. Key sustainability data	p. 151 p. 186, 187		KPI B5.1		
GRI 308: Supplier environmental assessment (2016)							
GRI 308-1	New suppliers that were screened using environmental criteria	Supplier audit and qualification	p. 155		KPI B5.2		
GRI 414: Supplier social assessment (2016)							
GRI 414-1	New suppliers screened using social criteria	Supplier audit and qualification	p. 155		KPI B5.2		
GRI 414-2	Negative social impacts in the supply chain and actions taken	Supplier audit and qualification Appendix 2. Key sustainability data	p. 155 p. 186				
GRI 416: Customer health and safety (2016)							
GRI 416-1	Assessment of the health and safety impacts of product and service categories	Interaction with consumers	p. 156				
GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Interaction with consumers	p. 156				
GRI 417: Marketing and labeling (2016)							
GRI 417-1	Requirements for product and service information and labelling	Interaction with consumers	p. 157	3.4.1. Information and labeling	KPI B6.5		
GRI 417-2	Incidents of non-compliance concerning product and service information and labelling	Interaction with consumers Appendix 2. Key sustainability data	p. 157 p. 187	3.4.2. Product quality management	Aspect B6		

GRI Indicator		Cross-reference	Page number/ Comments, or additional information	RSPP basic performance indicators	HKEX	ASI	Excluded information
Tax policy							
GRI 3-3	Management of material topics	Taxes	p. 147				
GRI 207: Tax (2019)							
GRI 207-1	Approach to tax	Taxes	p. 147				
GRI 207-2	Tax governance, control, and risk management	Taxes	p. 147				
GRI 207-3	Stakeholder engagement and management of concerns related	Taxes	p. 148				
GRI 207-4	Country-by-country reporting	-	-				The indicator is not disclosed due to unavailability of information. The Company intends to disclose this indicator in the next reporting periods.
GRI Mining and Metals Sector Supplement							
GRI MM1	Amount of land (owned or leased) used for production activities, disturbed, or reclaimed	Land resources	p. 52				
GRI MM3	Total amounts of overburden, rock, tailings, and sludge and associated risks	Waste management Land resources	p. 53 p. 46				
GRI MM9	Sites where resettlements took place, the number of households resettled in each, and how their livelihoods were affected in the process	-	In the reporting period, there was no resettlement of households due to the construction of the Company's sites.			PS 9.6	

Appendix 4. SASB Content Index

Indicator		Section name	Additional information	Page
GHG emissions				
EM-MM-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Climate strategy	According to regulations, European assets of The Group in Ireland and Sweden are subjects to European requirements.	p. 68
EM-MM-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Climate strategy		p. 66
Air quality				
EM-MM-120a.1	Air emissions of the following pollutants: (1) CO, (2) NOx (excluding N2O), (3) SOx, (4) particulate matter (PM10), (5) mercury (Hg), (6) lead (Pb), and (7) volatile organic compounds (VOCs)	Air emissions	The Company keeps records in accordance with the requirements of the national legislation of the regions where the Company operates and does not collect the data on lead and mercury emissions, in addition, these substances are not characteristic of the main production units of the Company.	p. 48
Energy management				
EM-MM-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Energy efficiency Appendix 2. Key sustainability data	The share of renewable fuels is insignificant.	p. 68 p. 171
Water management				
EM-MM-140a.1	(1) Total fresh water withdrawn, (2) total fresh water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Water resources Appendix 2. Key sustainability data		p. 39, 167
EM-MM-140a.2	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	Water resources	This indicator is taken into account within industrial and environmental control at the enterprise level. It is not currently consolidated in environmental reporting at the Company level, since it is not related to the strategic environmental objectives of the Company.	p. 38

Indicator		Section name	Additional information	Page
Waste and Hazardous Materials Management				
EM-MM-150a.4	Total weight of non-mineral waste generated	Waste management		p. 46
EM-MM-150a.5	Total weight of tailings produced	Waste management	Tailings waste is not generated in the production processes of RUSAL enterprises, therefore, tailings waste is presented in the form of data on red and nepheline sludge from alumina enterprises generated in the reporting period.	p. 46, 169
EM-MM-150a.6	Total weight of waste rock generated	-	Waste rock is not formed in the production processes of the enterprises of the Metals segment.	
EM-MM-150a.7	Total weight of hazardous waste generated	Waste management		p. 46, 168
EM-MM-150a.8	Total weight of hazardous waste recycled	Waste management		p. 46, 169
EM-MM-150a.9	Number of significant incidents associated with hazardous materials and waste management	-	There were no significant incidents involving hazardous materials and waste management during the reporting period.	
EM-MM-150a.10	Description of waste and hazardous materials management policies and procedures for active and inactive operations	Waste management		p. 42
Impacts on biodiversity				
EM-MM-160a.1	Description of environmental management policies and practices for active sites	Environmental protection		p. 35, 54, 55, 56
EM-MM-160a.2	Percentage of mine sites where acid rock drainage is: (1) predicted to occur, (2) actively mitigated, and (3) under treatment or remediation	Biodiversity	RUSAL's production facilities do not have acid effluents. The appearance of acidic waters is not typical for RUSAL nepheline and bauxite developed fields, since these fields do not contain sulphide-containing rocks.	

Indicator		Section name	Additional information	Page
EM-MM-160a.3	Percentage of (1) proved and (2) probable reserves in or near sites with protected conservation status or endangered species habitat	Biodiversity	There are no restrictions related to SPNAs and habitat zones of endangered species (not established) for the mineral deposits being developed by the Company's enterprises.	
Security, human rights and rights of indigenous peoples				
EM-MM-210a.1	Percentage of (1) proved and (2) probable reserves in or near areas of conflict	Sustainable supply chain of raw materials, goods and services	RISAL affirms that, in accordance with the Declaration of DRC Conflict Minerals Free manufacturer, none of the Conflict Minerals from the Democratic Republic of the Congo or neighbouring countries (Angola, Republic of Congo, Burgundy, Central African Republic, Rwanda, South Sudan, Tanzania, Uganda or Zambia) is not used in the production and products of En+. Also, RUSAL does not in any way contribute to armed conflicts or violations of human rights in the Conflict Areas and in the High-Risk Areas.	
EM-MM-210a.2	Percentage of (1) proved and (2) probable reserves in or near indigenous land	-	The Company does not carry out its activities in or near land of indigenous minorities.	
EM-MM-210a.3	Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights, and operation in areas of conflict	Human rights		p. 88, 111, 116, 124
Interaction with local communities				
EM-MM-210b.1	Discussion of process to manage risks and opportunities associated with community rights and interests	Developing local communities		p. 111, 116
EM-MM-210b.2	Number and duration of non-technical delays	-	There were no recorded facts of non-technical delays in the reporting period.	
Labour relations				
EM-MM-310a.1	Percentage of active workforce covered under collective bargaining agreements	Social partnership		p. 86, 174
		Appendix 2. Key sustainability data.		



Indicator		Section name	Additional information	Page
EM-MM-310a.2	Number and duration of strikes and mass layoffs	Social partnership		p. 86
Workforce health and safety				
EM-MM-320a.1	(1) MSHA all-incidence rate, (2) fatality rate, (3) near miss frequency rate (NMFR) and (4) average hours of health, safety, and emergency response training for (a) full-time employees and (b) contract employees	Training	Contractor training data is not disclosed due to the lack of a process for accounting for this information.	p. 104
Business ethics and transparency				
EM-MM-510a.1	Description of the management system for prevention of corruption and bribery throughout the value chain	Anti-corruption approach		p. 141
EM-MM-510a.2	Production in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	-	There is no production in these countries.	
Tailings storage facilities management				
EM-MM-540a.1	Tailings storage facility inventory table: (1) facility name, (2) location, (3) ownership status, (4) operational status, (5) construction method, (6) maximum permitted storage capacity, (7) current amount of tailings stored, (8) consequence classification, (9) date of most recent independent technical review, (10) material findings, (11) mitigation measures, (12) site-specific EPRP	-	Tailings waste is not generated in the production processes of RUSAL enterprises, therefore, tailings waste is presented in the form of data on red and nipheline sludge from alumina enterprises generated in the reporting period.	
EM-MM-540a.2	Summary of tailings management systems and governance structure used to monitor and maintain the stability of tailings storage facilities	-		
EM-MM-540a.3	Approach to development of Emergency Preparedness and Response Plans (EPRPs) for tailings storage facilities	-		
General performance indicators				
EM-MM-000.A	Production of (1) metal ores and (2) finished metal products	Appendix 2. Key sustainability data		p. 166
EM-MM-000.B	Total number of employees, percentage contractors	Personnel structure Appendix 2. Key sustainability data		p. 74, 75, 172

Appendix 5. Glossary

APQP	Advanced product quality planning
ASI	Aluminium Stewardship Initiative
BAT	Best available technologies
BCGI	Bauxite Company of Guyana
BEMO	Boguchany Power and Metals Complex
BIAC OECD	Business and Industry Advisory Committee to the OECD
BoAZ	Boguchansky aluminium smelter
BR	Bauxite residue
BrAZ	Bratsk aluminium smelter
BS	Business System
CAPEX	Capital expenditures
CBAM	Carbon Border Adjustment Mechanism
CBK	Kindia Bauxite Company (Compagnie des bauxites de Kindia)
CDP	Carbon Disclosure Project (A United Kingdom-based organisation that supports companies and cities to uncover the environmental impact of large corporations)
CEDAW	UN Convention on the Elimination of All Forms of Discrimination Against Women
CISS	Centre for Innovation in the Social Sphere
Company, Group or RUSAL	United Company RUSAL Plc. and its subsidiaries from time to time, including a number of production, or trading and other entities controlled by the Company
CPLC	Carbon Pricing Leadership Coalition
CSP	Centre for Social Programmes
CSR	Corporate social responsibility
DGCS	Dry gas cleaning system
DMAICR	Define-Measure-Analyse-Improve-Control-Replicate
EPOC OECD	Environment Policy Committee to the OECD
ESG	Environmental, social, and governance
ETC	Engineering and Technology Centre
FCPA	Foreign Corrupt Practices Act
FMEA	Failure Mode and Effects Analysis
FSSC 22000	Food Safety Management Certification Scheme
GCS	Gas Cleaning System
GHG	Greenhouse gas
GRI	Global Reporting Initiative
HKEX	Hong Kong Stock Exchange
HR	Human Resources
H&S	Health and safety
HSE	Health, Safety, and Environment
IAI	International Aluminium Institute

IATF 16949	International Automotive Task Force
ICC	International Chamber of Commerce – The World Business Organization
IFRS	International Financial Reporting Standards
ILM&T	Institute of Light Materials and Technologies
INRTU	Irkutsk National Research Technical University
IPCC	OECD Intergovernmental Panel on Climate Change
IrkAZ	Irkutsk aluminium smelter
ISSA	International Social Security Association
ISO 14001	Environmental management systems – Requirements
ISO 26000	Guidance on social responsibility
ISO 45001	Management systems of occupational health and safety
ISO 9001	Quality management systems – Requirements
IRSTU	Irkutsk State Technical University
IUCN	International Union for Conservation of Nature
KPI	Key performance indicator
KrAZ	Krasnoyarsk aluminium smelter
KUBAL	Kubikenborg aluminium AB
KYC	Know your customer
LCA	Low carbon aluminium
LME	London Metal Exchange
LNG	Liquefied natural gas
LTIFR	Lost Time Injury Frequency Rate
OECD	Organization for Economic Co-operation and Development
OEE	Overall Equipment Effectiveness
OFAC	Office of Foreign Assets Control
OHSAS 18001	Occupational Health and Safety Specification 18001
PCB	Polychlorinated biphenyls
PDCA	Plan-do-check-adjust
PPAP	Production Part Approval Process
PPE	Personal protective equipment
QAL	Queensland Alumina Ltd
QMS	Quality management system
RMC	RUSAL Medical Centre
R&D	Research and development
RSPP	Russian Union of Entrepreneurs and Industrialists
SASB	Sustainability Accounting Standards Board
SAZ	Sayanogorsk aluminium smelter
SBT	Science-based Targets
SBTi	Science Based Targets initiative
SCDCEM	Scientific Clinical and Diagnostic Centre of Epidemiology and Microbiology



SDG	Sustainable Development Goals
SED	System of electronic document management
SFU	Siberian Federal University
SibVAMI	Siberian Scientific Research and Design Institute of the Aluminium and Electrode Industry
SPC	Statistical process control
TAZ	Taishet aluminium smelter
TCFD	Task Force on Climate-Related Financial Disclosures
TPS	TOYOTA Production System
UAZ	Urals aluminium smelter
UN	United Nations
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UN SDGs	The United Nations Sustainable Development Goals
UNFCCC	United Nations Framework Convention on Climate Change
UNGP	United Nations Guiding Principles on Business and Human Rights
USRBC	US Russia Business Council
VAMI	Russian Aluminium and Magnesium Institute
VAP	Value-added products
VgAZ	Volgograd aluminium smelter
VRT	Variability Reduction Team
WEF	World Economic Forum

Appendix 6. External assurance

GRI 2-3



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Independent practitioner’s assurance report

To the Board of Directors of UC RUSAL IPJSC

Subject matter

We have been engaged by UC RUSAL IPJSC (hereinafter “the Company”) to perform a limited assurance engagement, as defined by International Standards on Assurance Engagements, (herein “the Engagement”), to report on the UC RUSAL IPJSC Sustainability Report 2022 (hereinafter “the Report”) as of 31 December 2022 or for 2022.

Under this engagement, we did not perform any procedures with regard to the following:

- ▶ Forward-looking statements on performance, events or planned activities of the Company;
- ▶ Statements of third parties included in the Report;
- ▶ Correspondence between the Report and recommendations of the Task Force on Climate-Related Financial Disclosures, Hong Kong Exchange Environmental, Social and Governance Reporting Guide, recommendations of the Aluminium Stewardship Initiative, and Reference Performance Indicators and Recommendations for their use for Practice Management and corporate non-financial reporting, prepared by the Russian Union of Industrialists and Entrepreneurs.

Applicable criteria

In preparing the Report the Company applied Global Reporting Initiative Sustainability Reporting Standards (hereinafter “GRI Standards”) (“in accordance” option), Sustainability Accounting Standards Board standards (hereinafter “SASB standards”) and the sustainability reporting principles of the Company as set forth in the Section “Appendix 1. About the Present Report” (hereinafter “the Criteria”).

The Company’s management responsibilities

The Company’s management is responsible for selecting the Criteria, and for presenting the Report in accordance with the Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the Report, such that it is free from material misstatement, whether due to fraud or error. In addition, the Company’s management is responsible for ensuring that the documentation provided to the practitioner is complete and accurate.

Practitioner’s responsibilities

Our responsibility is to express a conclusion on the presentation of the Report based on the evidence we have obtained.

We conducted our assurance engagement in accordance with International Standard for Assurance Engagements (revised) International Standard for Assurance Engagements *Other Than Audits or Reviews of Historical Financial Information* (hereinafter “ISAE 3000”). ISAE 3000 requires that we plan and perform our engagement to obtain limited assurance about whether, in all material respects, the Report is presented in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our conclusion.

Our independence and quality control

We apply International Standard on Quality Control 1 (ISQC 1) and International Standard on Quality Management 1 (ISQM 1) adopted by the International Federation of Accountants in respect of those matters for which the relevant requirements in ISQC 1 are either missing or less in scope (or in nature) than the requirements in ISQM 1, and accordingly, we maintain a robust system of quality control, including policies and procedures documenting compliance with relevant ethical and professional standards and requirements in law or regulation.

We comply with the independence and other ethical requirements of the IESBA Code of Ethics for Professional Accountants, which establishes the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Summary of work performed

The assurance engagement performed represents a limited assurance engagement. The nature, timing and extent of procedures performed in a limited assurance engagement is limited compared with that necessary in a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is lower.

Although we considered the effectiveness of management’s internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within information technology systems.



A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Report and related information, and applying analytical and other appropriate procedures.

Our procedures included:

- ▶ Inquiries of the representatives of the Company management and specialists responsible for its sustainability policies, activities, performance and relevant reporting;
- ▶ Analysis of key documents related to the Company sustainability policies, activities, performance and relevant reporting;
- ▶ Obtaining understanding of the process used to prepare the information on sustainability performance indicators of the Company;
- ▶ Analysis of the Company stakeholder engagement activities reviewing the results of the stakeholder survey and participating in stakeholder survey;
- ▶ Analysis of material sustainability issues identified by the Company;
- ▶ Identification of sustainability issues material for the Company based on the procedures described above and analysis of their reflection in the Report;
- ▶ Review of data samples regarding key human resources, environmental protection, health and safety, and procurement indicators for the reporting period, to assess whether these data have been collected, prepared, collated and reported appropriately;

M.S. Khachatryan
Partner
TSATR – Audit Services Limited Liability Company

25 April 2023

Details of the independent practitioner

Name: TSATR – Audit Services Limited Liability Company
Record made in the State Register of Legal Entities on 5 December 2002, State Registration Number 1027739707203.
Address: Russia 115035, Moscow, Sadovnicheskaya naberezhnaya, 77, building 1.
TSATR – Audit Services Limited Liability Company is a member of Self-regulatory organization of auditors Association “Sodruzhestvo”.
TSATR – Audit Services Limited Liability Company is included in the control copy of the register of auditors and audit organizations, main registration number 12006020327.

Details of the entity

Name: UC RUSAL IPJSC
Record made in the State Register of Legal Entities on 25 September 2020, State Registration Number 1203900011974.
Address: Russia 236006, Kaliningrad, Oktyabrskaya street, 8, office 410.

- ▶ Visit to RUSAL Krasnoyarsk Aluminium Smelter in order to interview executives responsible for human resources, environmental protection, health and safety, and gather evidence supporting the assertions on the Company’s sustainability policies, activities, events, and performance made in the Report;
- ▶ Collection on a sample basis of evidence substantiating other qualitative and quantitative information included in the Report at the Moscow headquarter level;
- ▶ Assessment of compliance of the Report and its preparation process with Company’s sustainability reporting principles;
- ▶ Assessment of compliance of information and data disclosures in the Report with the requirements of the “in accordance” option of reporting with the GRI Standards and Metals and Mining Sustainability Accounting Standard prepared by SASB Standards Board (version 2021-12).

We also performed such other procedures as we considered necessary in the circumstances.

Conclusion

Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the Report is not represented fairly, in all material respects, according to the Criteria.

Contact information

GRI 2-3

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For more information on RUSAL, corporate governance, operational and financial results, please refer to the Company's [performance overviews, annual reports](#) and [IFRS financial statements](#), which are available on the Company's website in the Investor Relations section