

Main aspects of energy saving policy implementation:

- Development and implementation of measures, and achievement of energy saving and energy efficiency improvement targets as well
- Development and improvement of regulatory and internal documents that address energy saving and energy efficiency improvement
- Upgrade of the organisation and management of energy saving and energy efficiency improvement system based on the requirements of ISO 50001:2018, Energy Management Systems. Requirements with Guidance for Use (national standard GOST R ISO 50001-2023)
- Introduction of pilot projects to improve energy efficiency; implementation of organisational measures aimed at planning, organising and managing the development and introduction of new equipment and technologies
- Implementation of measures under the Energy Efficient Substation national project

To reduce technological consumption (losses), PJSC Rosseti implements measures aimed at the following:

- Optimising circuit parameters and operating conditions under operation and operational management of power grids
- Reducing power consumption for substations' demands
- Constructing, renovating and developing power grids, as well as commissioning the energy-saving equipment (so, loss reduction is concomitant)

For more details on the amount of energy resources utilised at the Rosseti Group in 2023, please see Appendix 1.

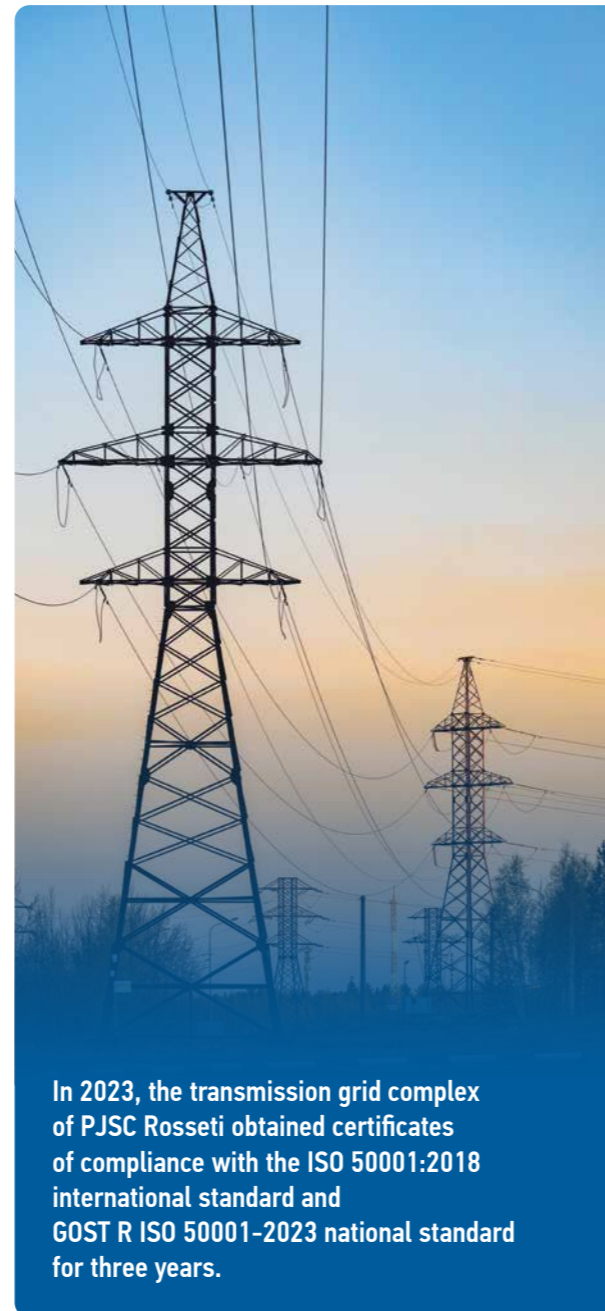
### Energy Management System

PJSC Rosseti and most of PJSC Rosseti's subsidiaries have the Energy Management System (EnMS) in place, which contributes to:

- Improvement of energy efficiency targets
- Reduction in consumption of fuel and energy resources
- Achievement of the planned value of electric power losses
- Procurements with due regard to energy efficiency requirements

Subsidiaries have implemented and maintain key elements of EnMS: planning, risks, documentation, functions and interaction of divisions, internal audits, and analysis by the management.

For more details on energy consumption and energy management, please see the Report on Social Responsibility and Corporate Sustainability of the Rosseti Group for 2023.



In 2023, the transmission grid complex of PJSC Rosseti obtained certificates of compliance with the ISO 50001:2018 international standard and GOST R ISO 50001-2023 national standard for three years.

# HR Management<sup>1</sup>

The HR management system is aimed at the optimal realisation of human resources potential, satisfaction of employees' social and material needs, continuous ongoing development, training and involvement of employees in solving corporate-level tasks.

### Principles of HR management at the Rosseti Group



**Unified approach to HR management, taking into account the regional specifics of companies**

Equal opportunities for employees and zero discrimination



**Compliance with the best Russian practices and standards**

Creation of conditions for unleashing employees' potential, their professional growth and development



**Rapid and effective adaptation to corporate and external changes**

Transparency and consistency of career development conditions with a focus on professionalism, performance, professional development and shared corporate values



**Higher efficiency of HR management activities and reducing costs through the use of unified technologies and information resources**

Attraction of highly qualified employees by strengthening the Company's image as a socially responsible employer

**OVER 235,000 EMPLOYEES**  
headcount of all companies within the Rosseti Group as of 31 December 2023

**81,300 RUB**  
average salary

**5.2%**  
active staff turnover rate

**92.5%**  
staffing level

<sup>1</sup> HR management indicators were calculated for employees of PJSC Rosseti and its subsidiaries engaged in power grid activities.





**— On the labour market, there is growing competition for high potential staff. What tasks is the Rosseti Group addressing in this regard?**

— Current trends require new approaches to working with personnel as well as closer cooperation with the education system throughout the entire education cycle: school, college and university. We are strengthening cooperation with educational institutions at all levels, including the development of a support programme for physics teachers who teach energy classes (as extended school activities) to promote technical trades.

In addition, we are relaunching the onboarding and mentoring programme, creating real social lifts within the talent pool, and endeavouring to enhance the attractiveness of the employer brand in general. Every employee is the value of the Company. Given the specifics of the power grid complex, we pay special attention to production personnel. We also consider the following to be key objectives: providing young specialists with broader career prospects and equal development opportunities, including through participation in significant projects, as well as increasing the transparency of appointment procedures.

**— What new tools for staff development did the Company introduce in 2023?**

— We strive to maximise the use of our own human resources potential when making appointments to managerial positions. In 2023, we launched the Rosseti Leadership School project, aimed at accumulating a high-potential talent pool of managerial staff.

The training programme for developing cross-cutting and managerial competencies is built on a modular principle, with each participant choosing his or her own optimal training track. The Leadership School respects the equal opportunity. Therefore, we use a single tool for end-to-end assessment of managerial maturity across the Group, thus ensuring comparability of results. Participation allows specialists to improve their current performance and prepare for potential promotion to higher career levels.

**— The Company continues close cooperation with leading Russian technical universities. Have approaches to interacting with them changed after restructuring?**

— In 2023, PJSC Rosseti updated the existing agreements with Russia's largest power engineering universities: MPEI, IPEI and KSPEU. The agreements take into consideration the restructuring that has taken place at the Rosseti Group as well as strategic objectives related to ensuring national energy sustainability and promoting the development of the industry and its human resources. Those agreements aim to continue fostering cooperation for collaborative educational activities, popularise the field of power engineering, offer practice-oriented training, and enhance vocational competencies. In addition, the signed agreements provide for joint research projects that focus on elaborating breakthrough solutions and ensuring the technological self-reliance of the industry.

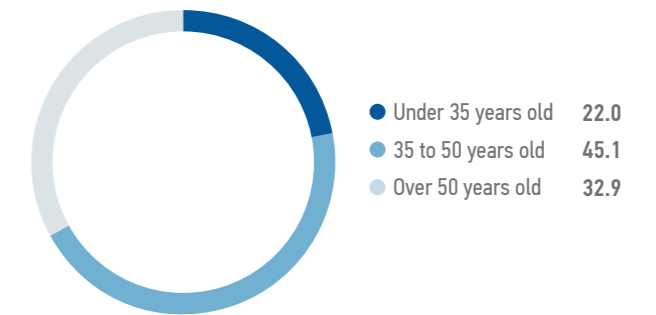
**Vladimir Kharitonov,**  
Deputy General Director — Head of the Office

## Personnel structure

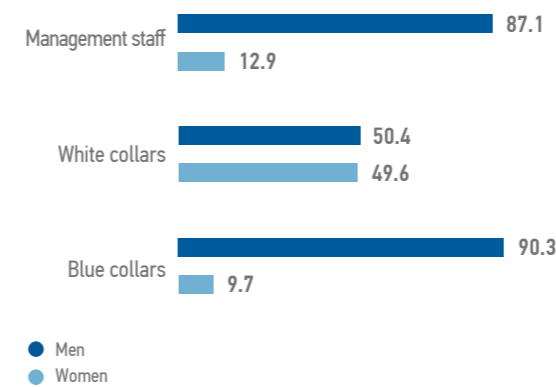
Rosseti Group's personnel by category in 2023, %



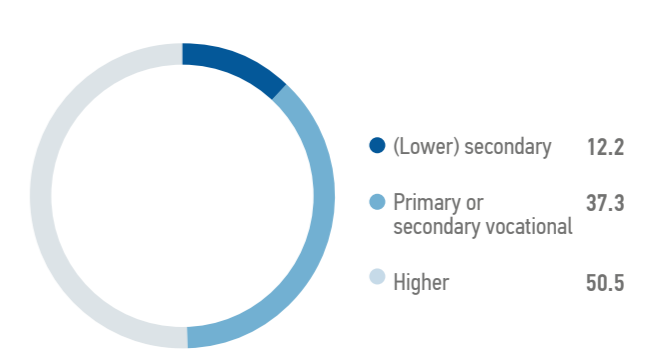
Rosseti Group's personnel by age in 2023, %



Personnel category by gender, %



Rosseti Group's personnel by education in 2023, %



Change of active staff turnover, %



Staffing level, %

