

Remuneration system

The Rosseti Group strives to ensure a fair and competitive level of remuneration for its employees, considering this to be one of the key factors of team stability. The Company uses a remuneration system that takes into account job categories, the performance of structural units, the specifics of regional labour markets, and the individual contribution of each employee.

The performance of senior management is assessed through key performance indicators, which are approved by the Company's Board of Directors.

15.3%

growth in average salary in 2023

Average salary at the Rosseti Group, RUB '000



Expenditures on labour remuneration, social payments and benefits, RUB bln



Staff Training and Development

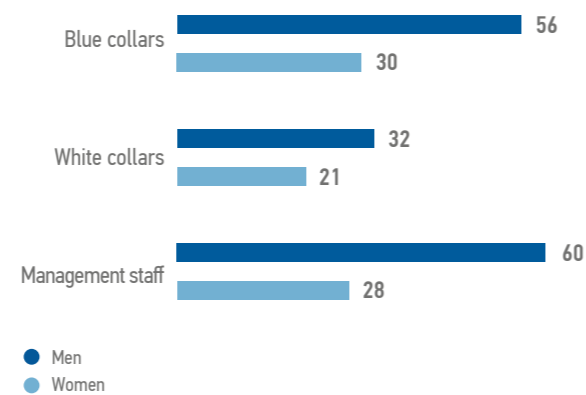
Training, retraining and professional development

One of the key factors in the reliability of the power grid complex is the high level of staff training of the Rosseti Group's companies. The Group successfully implements a personnel training policy aimed at maintaining and developing the professional and personal competences of employees and unleashing the human resources potential.

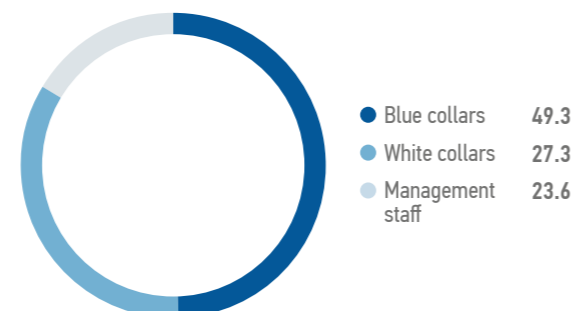
In 2023, employees of the Rosseti Group's companies took 249,368 man-courses under various educational programmes (professional training and retraining, advanced training, training aimed at developing personal and business skills, etc.). In 2023, the average number of training hours per employee was 49.5, which is slightly more than in 2022 (49 hours per employee).

The training of production personnel is of top priority in the training and development of the Company's employees. For this, the Group has 30 corporate training centres in all regions where the Rosseti Group operates, not to mention the branch network. To ensure uniform training standards, corporate training centres follow 64 recommended standard educational programmes, which were developed by specialists of the Company's Executive Office in line with the requirements

Average number of training hours per employee in 2023, h/person



Categories of employees trained in 2023, %



of vocational standards. In 2023, employees of the Rosseti Group's companies completed 188,144 man-courses at corporate training centres.

The Company runs the Knowledge Day corporate educational project, which allows employees to improve their professional skills on-the-job through participating in weekly short-term educational events on various topical issues where the most experienced and recognised experts among the Company's employees share their experience. In 2023, 43 mass-scale training events were organised as part of the project.

In 2023, a project was launched to develop the core professional, technical, and personal competences for supervisors of substations and substation groups. The project involves the assessment and subsequent training of substation supervisors. In 2023, assessment tools for professional testing were developed. The assessment of substation supervisors, analysis of the results, and training of assessment-takers based on the assessment results are planned for 2024.

49.5 HOURS/EMPLOYEE
average number of training hours in 2023

188,144 MAN-COURSES
were taken by employees of the Rosseti Group's companies at corporate training centres in 2023

249,368 MAN-COURSES
under various educational programmes were taken by employees of the Rosseti Group's companies in 2023

1.14 RUB BLN
was the total cost of training the Rosseti Group's employees in 2023

Personnel assessment

Activities to assess the collaborative and managerial competences of employees and the talent pool are practiced on a regular basis. In 2023, psychometric assessment tools were applied during recruitment, rotation, promotion to management positions, and selection to the talent pool.

In the reporting period, assessment activities were also undertaken for the following categories of employees:

- Young employees of the Group taking part in the Forsazh 2023 forum
- MPG Investment Block managers
- MPG/MPGE managers
- Employees/external candidates for vacant positions in the Company

Independent assessment of personnel qualifications

The Rosseti Group conducts an independent assessment of employee qualifications on an ongoing basis¹. Under the auspices of the Council for Professional Qualifications, there are five Qualification Assessment Centres founded by PJSC Rosseti's subsidiaries. In the reporting period, the Qualification Assessment Centres organised the qualification assessments of 3,985 employees of the Group.

Personnel satisfaction

In 2023, a personnel satisfaction survey was launched in nine areas: corporate communications, working conditions, nature of work, motivation system, loyalty to the Company, relationship with an immediate manager, relationship with colleagues, career and professional development, and social sphere. This project's objective is annual monitoring of the level of personnel satisfaction and the development of measures aimed at its improvement, as well as the implementation of those measures.



40,134 EMPLOYEES

of the Rosseti Group's companies underwent assessment of general corporate-level and managerial competences and personal and business proficiency in 2023

175,002 EMPLOYEES

took part in the personnel satisfaction assessment in 2023

¹ In accordance with the requirements of Federal Law No. 238-FZ On Independent Assessment of Qualifications dated 3 July 2016.

Social policy

The Rosseti Group implements social programmes aimed at maintaining employee health, motivation, and social protection.

Non-state pension provision programme	Ensuring a decent standard of living for the Rosseti Group employees when they reach retirement age, increasing employee motivation to work efficiently, and attracting and retaining highly qualified personnel. The main principles of the non-state pension provision (NSPP) programmes are: a differentiated approach to setting the amount of non-state pensions; incentives for employees for their meritorious labour in favour of PJSC Rosseti, subsidiaries, and the electric power industry; and for long and conscientious work in the electric power industry. Under the existing NSPP Programmes and the NSPP Agreements concluded separately by PJSC Rosseti and each subsidiary with non-state pension funds, PJSC Rosseti and subsidiaries make annual pension contributions to NSPP funds, and employees covered by the NSPP Programmes, upon reaching retirement age and terminating their employment with Rosseti and subsidiaries, become entitled to NSPP payments in addition to state benefits. The amount of funding for NSPP Programmes and the range of incentive instruments depend on the financial condition of subsidiaries.
Voluntary medical insurance programme and accident insurance programme	Outpatient care, including home care, commercial ambulance services, inpatient and dental care in specialised regional medical institutions, telemedicine services, vaccination of employees against influenza and tick-borne encephalitis, and accident insurance. 100% of the Group's full-time employees are covered by voluntary medical insurance programmes and accident and health insurance programmes.
Housing improvement programmes	Providing employees with housing in the Company's residential fund in order to attract qualified personnel to key power facilities, as well as those under construction and remote ones. Compensation of housing rental costs for highly qualified specialists and young people whose labour activity requires relocation.
Other social programmes	Payment of financial aid under various social programmes (marriage, childbirth, etc.).

Youth policy

The Company carries out consistent activities with schoolchildren and students, provides conditions and opportunities for successful adaptation and effective self-realisation of young specialists, and development of their potential. The main areas of work with young people are stated in the Company's Youth Policy approved by the Company's organisational and regulatory document.

- The Rosseti Group's companies, together with partner educational institutions, organise power engineering classes and power engineering clubs for high school students.
- In 2023, for the sixth time, the Rosseti Group held the corporate Olympiad for about 9,500 schoolchildren from across the country
- Employer-sponsored education of students at the employer's request is a traditional mechanism for attracting young specialists, which helps meet promising needs for qualified personnel focused on long-term successful employment and career growth in the Group's companies. In 2023, 349 applicants were enrolled for training. In the reporting year, a total of 1,700 students receive training of all levels and all types in the interests of the Rosseti Group's companies.
- To immerse young specialists in their trade and ensure their professional adaptation, more than 10,000 people completed internships at the Group companies in 2023.
- An additional form of professional adaptation implemented by the Company since 2010 is the organisation of student teams. In 2023, over 2,000 students (grouped in relevant teams) worked at the Company's facilities.
- Practice-oriented training for young specialists and stimulation of scientific activity among young people are promoted by certain measures taken in cooperation with the Youth Section of the RNC CIGRE, which is supervised by PJSC Rosseti.
- To contribute to the development of young specialists who are the Company's employees, there are measures in place, particularly, corporate and partnership projects. In 2023, youth teams representing the Group took part in the Forsazh International Community Forum, 'Engineers of the Future' International Youth Industrial Forum, Youth Day events of the Russian Power Week International Forum, and others.