



## PERSONNEL MANAGEMENT

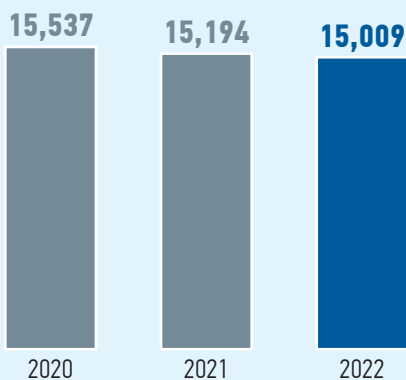
### 2022 Achievements

Key goals of the Company's HR policy focused to achieve strategic goals of the Company and power grids are:

- 1) Planning of recruitment needs: provision of reliable information about on-the-spot and forecast labor force needs of the Company to achieve the goals.
- 2) Well-planned and timely recruitment.
- 3) Securing of personnel efficiency and labor productivity growth.

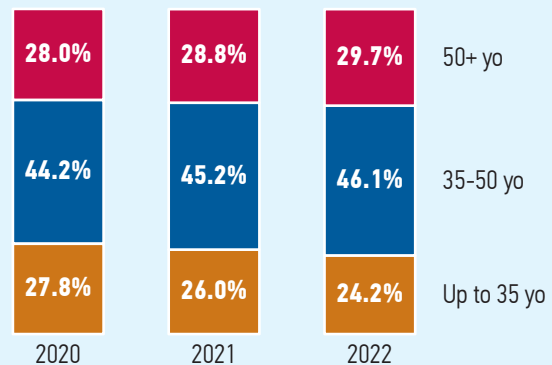
The average headcount of OAO IDGC of Urals in 2022 totaled 15,009 workers (-1.2% YoY). Decrease of the average headcount was due to natural staff movements.

### Average headcount in 2020-2022, pers.



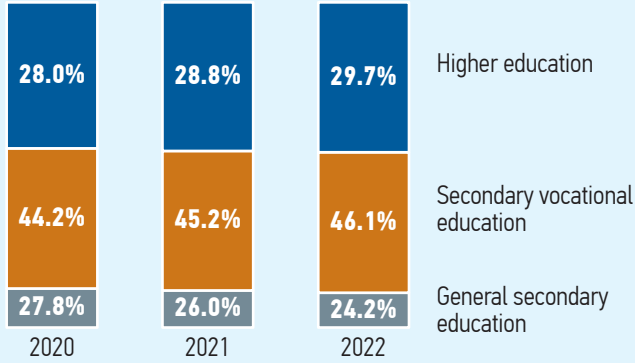
The overall staffing as of 31.12.2022 totaled 96%, with staffing of production personnel reaching 96% (target – 97.0%). Active staff turnover was 4.9%. In 2022, we hired 1,921 employees (incl. production personnel: 1,753 workers or 91.3% and support personnel: 7 workers or 0.4%). Average age in 2022 remained almost the same as in 2021 (43 yo) and totaled 43.5 yo. The share of “up-to-50yo” personnel contributes the most (70%) to the overall personnel structure, the share of “up-to-35yo” reaching 24%. The share of “35-50yo” grew by 1.9 percentage points to total 46.1%, the share of “up-to-35yo” losing 3.6 percentage points and “50+yo” gaining 1.7 percentage points.

### Personnel age structure in 2020-2022, %



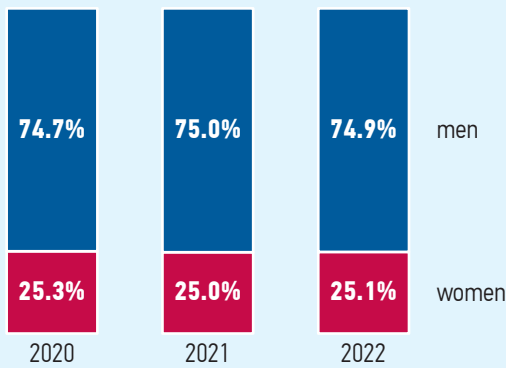
The staff is characterized by a considerably high qualification level: 89.3% of employees have professional education, incl. 11 employees have candidate of science degrees. The metrics remain stable for the last 3 years (+1.3 percentage points). Analysis of personnel education structure shows that the share of personnel without professional education gradually goes downwards from 12% in 2020 to 10.7% in 2021 and 2022 (-1.3 percentage points).

**Personnel education structure in 2020-2022, %**

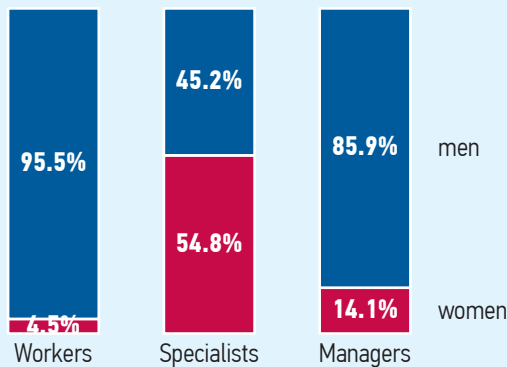


The employee gender structure is similar to the gender structure of grid companies. As of 31 December 2022, the share of men is 74.9%, the share of women reaching 25.1%.

**Personnel gender structure in 2020-2022, %**



**Personnel gender structure by categories in 2022, %**



**Drilling and further training of the personnel**

Training is one of the Company’s HR policy priorities. It is regulated by the Company’s Personnel Training Regulations and Rules of Personnel Training in Energy Sector Companies. The share of employees that underwent off-the-job drilling in the total average headcount is 85.2% or 12,781 workers. It exceeds the target indicator of 30%, stipulated in the HR and social policy (+2,343 workers YoY). Production personnel has the largest share among employees that underwent training – 85.5% or 10,923 workers. In 2022, the corporate educational facility (Educational Center of IDGC of Urals) has trained, drilled and retrained 8,618 workers (57.4% of the average headcount), with 8,410 workers belonging to the production personnel.

2022 actual training expenses totaled RUB 100,426.7 thousand, with RUB 83,084.54 thousand or 82.7% spent on training of production personnel. Expenses on personnel training ensure mandatory training and training, stipulated by occupational standards. Development of e-learning became a priority in 2022. 7,133 employees or 55.8% of the total trained personnel used distant learning technologies.

Educational Center of IDGC of Urals is one of the core educational partners offering over 300 licensed programs for drilling, training and retraining in various spheres to satisfy Company’s requirements in drilling of workers, clerks and divisional managers. In 2022, 40 programs used distance learning technologies. Besides Educational Center of IDGC of Urals, the Company’s key educational partners are Urals Federal University named after the First President of Russia B.N. Yeltsyn, Urals Center of Technical Education, GAOU SPO SO “Yekaterinburg Energy College”, FBU “Training and Methodological Center of Rostekhnadzor”, FGAOU DPO “St. Petersburg Energy Institute of Advanced Training”, UrMF FGBU “VNII of Labor of Russian Ministry of Labor, ANO DPO Center of Technical Certification and Training, ANO DPO Educational Center “Perspektiva”.

The key vectors of personnel training in 2022 were, primarily, mandatory fields of study for production personnel, energy-related activities, industrial and labor safety, environment and fire safety, industry-wide professions, etc. The Company continued implementing occupational standards, programs for employees, inconsistent with education or training-related requirements, stipulated by occupational standards as well as programs on development of managerial competencies for managers at all levels.



The Company constantly participates in WorldSkills corporate championships, thus supporting promotion and enhancing the value of blue-collar professions among young generation. Educational Center of IDGC of Urals hosted preliminary rounds of the WorldSkills Young Professionals Competition (skill: Exploitation of cable power lines). Power engineers from Sverdlovenngo, Permenergo and Chelyabenergo branches, dealing with cable power lines, took part in the event. To capitalize on international experience and enhance the quality of blue-collar professional training Educational Center of IDGC of Urals hosted Rosseti's WorldSkills Open Corporate Competition (3 skills: RPA Maintenance and Repair, Exploitation of cable power lines and Smart Metering). In September 2022, the Company's team showed good results in the All-Russia Professional Contest (category: Best Electrician), conducted in Kaliningrad.



To develop managerial competencies, in 2022 the Company continued its program "Development of Manager Teams" covering acquisition of tools for manager's personal efficiency, tools for managing internal environment of a firm, lean production.

The Company actively participates in career planning of its employees with a view to replace and occupy positions with qualified workers, to provide staff with new practices and maintain their interest and drive. Regular training of employees, development of their professional and management competence, required for target position, is a part of labor pool activities. Pursuant to the bylaw on labor pool activities, the Company has two types of labor pools – administrative and youth labor pool reserves, to be formed both on branch and HQ levels. In 2022 we have revised the headcount of our administrative and youth labor pool reserves. In 2022, the administrative labor pool reserves consisted of 641 best-in-

class employees. The staffing level of the administrative labor pool reserve is 81.6% of all administrative positions. The youth labor pool reserve totaled 131 employees. As a part of administrative pool promotion, the Company engaged succession pool members in activities fostering competences required for target positions,

sent them to competence-developing educational programs. In 2022, 78% of senior positions (331 out of 422 positions) were in-house staffed, incl. 53 employees (16%) from the administrative and youth labor pool reserves.

#### Personnel remuneration system

The Company implements the principle of remuneration for work in terms of employee's skill, complexity and quality of work. Employee remuneration procedure is governed by the Single Compensations and Benefits Policy, in strict compliance with the laws of Russia on compensations and benefits, and uses the following principles as a basis:

- Equal pay for work of equal value;
- Reasonable wage levels for various types of employees, depending on complexity and qualification;
- Creation of equal opportunities for wage growth for all worker categories.

### Social policy

OAO IDGC of Urals' collective agreement regulates social and labor relations. The Company's social policy is based on the principle of social partnership. The parties of the social partnership, on parity basis, deliver joint projects for the benefit of the employer and employees and share a joint control over implementation of the collective agreement.

Primary goals of Company's social policy are: veteran, employee and employee family care; preserving of socially responsible corporate image to attract and retain highly-qualified staff; preserving of benevolent working environment; securing of post-retirement decent living.

The social program of the Company determines vital social projects, implementation steps and funding. The program includes the following aspects:

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### Health treatment of employees and their children

During 2022, 782 employees and 766 children underwent health treatment in year-round children sanatoriums and resort facilities.

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### Private health insurance scheme

The Insurance Coverage Regulations, adopted by the Company's Board of Directors, state that each employee of the Company is provided with private health insurance scheme and personal accident and sickness insurance at the expense of the employer. Insurance coverage of the personnel is based on the integral private health insurance scheme, guaranteeing timely and high-quality medical and other related services. Corporate programs include a wide range of medical services provided by the best state, institutional and commercial medical institutions operating in Russia. Personal accident and sickness insurance is active 24/7/365 all over the world. Personal accident and sickness insurance guarantees insurance payouts to employees (relatives) due to loss of productivity, medical condition or death as a result of any accident.

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### Non-state pension schemes

The Company promotes non-state pension schemes under a contract with AO NPF Otrkytie and NPS program, approved by the Board of Directors every year. The NPS program was designed to secure post-retirement decent living of employees, to promote efficient HR solutions related to hiring, retention and motivation of employees. 2,800+ retirees collect non-state pension from the Company in addition to their state one.

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### State, industry and corporate awards

1,837 employees were awarded for best performance and contribution into development and improvement of the Urals grid facilities: state awards (1 employee), ministry awards (84 employees), ERA of Russia awards (98 employees), corporate awards (1,654 employees).

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### Corporate support in employee housing improvement

In 2022, 302 employees obtained corporate support in housing improvement (compensation of mortgage interest) under the bylaw on corporate support in employee housing improvement.

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### Veteran activities

In 2022, a special attention was paid to the veterans of the Company. The Company has the Veteran Coordination Council to oversee and administer branch veteran councils. The Veteran Coordination Council covers over 5,842 retirees of the Company. In 2022, the Company continued its health support activities for veterans and retirees. After removal of pandemic restrictions retirees actively participated in sports competitions (skiing, athletics, mini-football, volleyball, basketball, chess).




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### Privileges, guarantees and compensations, paid to employees in line with the collective agreement

Death gratuity payment, disability benefits, compensations paid to children of the perished workers, etc.

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### Activities for employees and their families

In 2022, Rosseti Urals celebrated the 80th anniversary of incorporation of three Urals and Kama energy systems. During the anniversary year the Company implemented a large-scale campaign of good deeds, leaving nice impressions in the lives of many people. The corporate initiative was symbolically named as 80-Bright-Deeds. The goal of the project was to consolidate thousands of employees not only for the benefit of common goal but also on common human values, such notions as aid, good, concern for other peoples' hardships and problems, strengthening of the base value of the mission that Rosseti Urals is people who work for people. 3.0+ thousand employees joined the project and implemented 1,000 bright deeds during 2022. The project became a finalist of Silver Archer national PR award.

To engage personnel to active and regular sports activities and to promote healthy life-style the Company arranged group activities in several sports. In 2022, the Company resumed F2F sports competitions, our teams participated in Rosseti Group's tournaments in mini-football and volleyball. In 2022, the Company's chess team participated in the X online open chess tournament in the memory of M.M. Botvinnik. Due to good sports traditions, employees showed good results and won regional competitions in all three regions of the Company's presence.



## Youth Policy

ОАО ИДГК Урала is actively involved in the following youth outreach activities.

- schoolchildren: Bright Generation project (early integration into profession and engagement of schoolchildren to go to energy-related colleges) implemented in 3 districts of the Sverdlovsk region; career-guidance meetings; Rosseti's All-Russia Schoolchildren Olympiad (Urals region); trainings on programming at Innopolis – UrFO University for schoolchildren of 8-11 grades (federal project "Development of IT staff potential"); mentorship of 2 projects in "Sirius. Summer. Start your project" program ("Development of the unified charging infrastructure for the 1st international route for electric vehicles "Russia - Kazakhstan" and VR simulator");
- students: to foster internship training of young professionals the Company collaborates with higher and secondary professional educational institutions;
- Professional and social adaptation of young specialists is an important direction of youth policy, carried out on the principles of partnership. The Company's Young Professionals Council supports moral, professional, intellectual, physical and creative development of young professionals; helps adapt newly hired young professionals; participates in career-guidance and strengthening of corporate culture and traditions of the Company.

In 2022, the Company continued to actively participate in online initiatives and flash mobs devoted to state holidays. During the Cosmonautics Day celebrations employees decorated the face of three grid facilities in Yekaterinburg, Perm and Chelyabinsk with portraits of famous cosmonauts - Sergey Prokopyev, Pavel Belyaev, Aleksey Leonov and Yuri Gagarin. During the Victory Day celebrations, the Company decorated the HQ entrance lobby, conducted activities, incl. activities for employees' children. The Company's SN accounts had posts on the role of the Urals and Perm factories during the Great Patriotic War. Employees also took an active part in other online projects dedicated to the Russia Day, Russian Flag Day, People Unity Day celebrations.

In 2022, Rosseti Urals continued to implement a wide range of measures to prevent COVID infesting among employees. In early autumn the Company conducted an information campaign on revaccination. At present the Company reached the level of vaccination required for herd immunity.

## Charitable programs

Promotion of volunteer services among employees traditionally occupies a special place in the charity practices. In 2022, employees conducted traditional large-scale socially-oriented projects: "Rosseti Ural – Territory of Kind-Heartedness" (collection of clothing, hygiene, toys) and "Blood donations save lives" (blood donations). The events took place in the Sverdlovsk, Chelyabinsk and Perm regions. Rosseti Ural, being a company with high social responsibility, has stable charity traditions. In 2022, the Company rendered charity assistance of RUB 53 million.



Activities for young professionals included involvement of the Company's employees in:

- Youth Day (Yekaterinburg, "Energy of the Future" site);
- Forsazh International Forum for Young Power Engineers and Industrialists;
- International Youth Energy Forum;
- Activities of Youth Day of International Russian Energy Week Forum;
- Case in Championship.



### Labor Protection and Industrial Safety

The Company's labor protection management system functions in line with the Regulations on the System Managing Labor Protection, Industrial Safety, In-process Oversight over Labor Protection and Industrial Safety in OAO IDGC of Urals<sup>28</sup>, regulating provision of safe labor conditions on all stages of production process, creation of conditions preventing the injury risks. The Regulations also stipulates the evaluation of the system and remedial action procedures that help enhance the efficiency of labor protection activities. Identification of dangers, evaluation of risks and management of professional risks are regulated by the Standard<sup>29</sup>. Key risks of industrial injuries in OAO IDGC of Urals are electrocution, road injuries, falls during works in heights.

Key types of industrial injuries in OAO IDGC of Urals in 2020-2022 are: electrocution (7 cases), road incidents (3 cases), elevation difference falls (1 case), falls during works in heights (1 case). In 2022, the level of industrial injuries decreased by 25% on 2021 (4 injuries in 2021 and 3 injuries in 2022). The number of fatal accidents in 2022 increased by 50% on 2021 (2 fatal accidents in 2021 and 3 fatal accidents in 2022). In 2022, 4 workers had industrial injuries, 2 fatal accidents from electrocution, 2 injuries from falls during works in heights (1 fatality and 1 heavy injury). Key factors of industrial injuries through an employee's fault in 2022 were: failure to uphold requirements of the Rules, labor protection instructions, directives, recklessness, carelessness and haste of the injured party. No work-related deceases were registered among the Company's employees.

### Labor protection indicators

Indicator	2020	2021	2022	2022/2021, %
Labor protection expenses, RUB million	486	451	680	+50%
Industrial injuries, pers./case				
Number of persons injured in fatal accidents / number of fatal incidents	1/1	2/2	3/3	+50%
Number of persons with heavy injuries / number of heavy injuries	2/1	1/1	1/1	0%
Persons who are not employees but their work or workplace is controlled by the Company, pers./case				
Number of persons injured in fatal accidents / number of fatal incidents	0	0	0	-
Number of persons with heavy injuries / number of heavy injuries	0	1/1*	0	-100%

\* 28.09.2021 – injury of a contractor in ChGES