

# Personnel development

## HR management

### Approach to HR management

GRI 103-2, 103-3

A key focus of Russian Railways' social and HR policy is to develop human capital. The Company runs projects promoting continuous training, employee motivation and occupational health, as well as projects aiming to shape a stable and favourable working environment.

**Russian Railways provides jobs for more than 1% of employed Russian citizens, which makes it the largest employer in the country and imposes high requirements on its social and HR policy.**

The Company's HR management system is based on seven key principles:

- respect: for employees, the Company's business units, and the state;
- feedback: constant monitoring of feedback from employees and business units;
- efficiency: prompt response to business unit requests and external challenges;
- proactivity: providing employees with proactive services;
- engagement: involving managers in HR management processes;
- innovation: using advanced technologies and practices;
- digitalisation: focus on maximum digitisation of routine operations and increased process efficiency.

#### Underlying HR management documents

##### International and domestic documents:

- UN Universal Declaration of Human Rights
- UN Global Compact
- International Labour Organisation (ILO) conventions
- Labour legislation in the countries of operation

- Social Charter of the Russian Business developed by the Russian Union of Industrialists and Entrepreneurs (RSPP)

##### Corporate documents:

- Russian Railways Group's 2030 Development Strategy
- Russian Railways' Human Capital Development Programme until 2025<sup>1</sup>
- Russian Railways' Collective Bargaining Agreement
- Russian Railways' Code of Business Ethics<sup>2</sup>
- Russian Railways' Programme on Employee Development and Training System Improvement until 2025<sup>3</sup>
- Programme of Russian Railways' Interaction with Railway Universities until 2025<sup>4</sup>
- Russian Railways' Youth Target Programme for 2021–2025<sup>5</sup>
- Regulation on Private Pension Schemes for Employees of Russian Railways
- Russian Railways' Housing Policy Framework
- Regulation on Professional Training at Russian Railways<sup>6</sup>
- Russian Railways' Framework for Promotion of Professional Guidance until 2025<sup>7</sup>

<sup>1</sup> Approved by Russian Railways' Order No. 2757/r dated 14 December 2020.

<sup>2</sup> Approved by Russian Railways' Order No. 1143/r dated 6 May 2015.

<sup>3</sup> Approved by Russian Railways' Order No. 2827/r dated 18 December 2020.

<sup>4</sup> Approved by Russian Railways' Order No. 58 dated 22 January 2020.

<sup>5</sup> Approved by Russian Railways' Order No. 2767/r dated 15 December 2020.

<sup>6</sup> Approved by Russian Railways' Order No. 907r dated 17 April 2013.

<sup>7</sup> Approved by Russian Railways' Management Board (Minutes No. 9 dated 11 February 2019).

## HR management structure

Progress against strategic HR management goals is monitored by Russian Railways' Board of Directors. The Human Resources, Remuneration and Corporate Governance Committee under the board of directors at Russian

Railways' subsidiary is primarily designed to assist Russian Railways' Board of Directors in setting up governance bodies and developing transparent remuneration policies for their members.

Russian Railways' Deputy CEO for HR Management, Social Development and Healthcare is in charge of managing human capital in the Group, whereas

key human capital management responsibilities are allocated among the business units of the Company's Executive Office, including the HR Department, Labour Management, Remuneration and Performance Motivation Department, Social Development Department, and the Central Healthcare Directorate.

