

Stakeholder engagement

GRI 102-21, 102-43, 102-44

The needs of Russian Railways' stakeholders are closely intertwined with the global sustainability agenda the key issues facing the transportation industry. At Russian Railways, we know that trust and open dialogue help to respond promptly to social and environmental challenges and strengthen our reputation as a

responsible business domestically and worldwide. Stakeholder engagement principles.

- Transparent, reliable, and complete information about the Company's operations.
- Focus on both external and internal stakeholders, such as employees.
- A balanced and all-inclusive approach to stakeholder interests, and prompt response to stakeholder concerns, most importantly, when it comes to government tariff regulation and active introduction of innovation.

Employees

| What they expect | Engagement approach | How we engage |
|---|--|---|
| Decent pay and benefits | Ensuring decent pay | Russian Railways' Employee Service Portal (blogs, chat, news feed, Active Worker channel, surveys, and Manager's Online Desk) |
| Equal professional and career growth opportunities | Additional social benefits available under the collective bargaining agreement | Communications events |
| Protection of human and civil rights in line with the Russian law | Establishing an efficient human capital training and development system | Corporate messengers and social media |
| Occupational health and safety | Proactive approach to preventing the spread of COVID-19 | Forums and trade union meetings |
| Professional training and development opportunities | Full compliance with employment contracts | Hotline for Russian Railways' employees |
| Introduction of sustainability best practices | Ensuring occupational health and safety | Social surveys of the Company's employees |
| Tackling COVID-19 impact | Transparency and efficient feedback | Townhall and personal management meetings |
| | Comfortable working environment and equal opportunities | E-mail communications |
| | Environmental education and awareness raising for all staff members | Corporate media (including the Gudok newspaper, RZD TV) |

Passengers

| What they expect | Engagement approach | How we engage |
|--|---|--|
| Fair and reasonable pricing | High-quality and safe services | Passenger surveys and interviews at railway stations |
| Accessible, comfortable, and reliable services | Competitive pricing | Russian Railways Unified Information Service Centre |
| Railway safety | Railway station services | Enquiries via the mobile app |
| User-friendly services (ticketing, railway stations, services en route, etc.) | Passenger transportation services | Russian Railways' website |
| Compliance with environmental and social responsibility standards and best practices | Catering on board | Unified Passenger Transportation Call Centre, part of Russian Railways Customer Support Centre |
| Initiatives to prevent the spread of COVID-19 | Non-financial/sustainability reporting | Surveys at www.opros.fpc.ru and on Sapsan trains |
| Support during the coronavirus pandemic | Passenger satisfaction surveys | Passenger satisfaction surveys |
| | Compliance with regulations | Personal meetings with the public |
| | Making COVID-19 prevention measures part of the Company's production and management processes | |

Freight customers

| What they expect | Engagement approach | How we engage |
|---|--|--|
| Fair and reasonable pricing | High-quality and safe services | Unified Freight Transportation Call Centre, part of Russian Railways Customer Support Centre |
| High-quality offering | Competitive pricing | Customer's personal account |
| Uninterrupted supply of products and services | Basic freight transportation services | RZD-Gruz 2.0 mobile app |
| User-friendly services | Transportation and logistics services related to basic freight transportation services, including public railway infrastructure services | Freight section of the Russian Railways website |
| Compliance with HSE standards | Russian Railways information services | Sales offices |
| Support during the coronavirus pandemic and in case of changing logistics and redirected cargo flow | Customer satisfaction surveys | RZD Market platform |
| | Provision of a wide range of discounts and exemptions during the pandemic | Freight Transportation electronic trading platform |
| | Introduction of sustainability best practices | ETRAN system for transportation documents |
| | Calculation of the cost and environmental impact of freight transportation | Shipper satisfaction surveys |

Suppliers, contractors, and business partners

| What they expect | Engagement approach | How we engage |
|---|---|---|
| Compliance with contractual obligations | Competitive tenders | Electronic trading and procurement platform |
| Transparent selection process | SME partnership programme | Conferences, forums, industry unions and associations |
| Ethical approach to doing business | Engagement of contractors and suppliers in OHS | RZD Partner agency delivering sector-specific information |
| | Recognition and assessment of environmental requirements for products, raw materials and supplies purchased by Russian Railways' business units | Supplier hotline |
| | | Russian Railways' website |

Shareholders, investors, and rating agencies

| What they expect | Engagement approach | How we engage |
|---|---|---|
| Economic and financial stability | Financial and non-financial reporting (annual report, statutory financial statements) | Corporate reporting and disclosure |
| Funding and delivering green/ environmental and social projects | Consolidated financial statements and sustainable development report | Conferences and investor meetings |
| Focus on solvency and compliance with contractual obligations | Timely disclosure of key information on the Russian Railways' website and on the websites of accredited news agencies | E-mails, conference calls and video conferences |
| Solid reputation | Open dialogue and efficient feedback | Regular working meetings at various levels |
| Corporate governance excellence | | Disclosures through presentations and press releases on the website |
| Credit quality | | Rating agency questionnaires |
| Transparency of information and disclosure of key facts | | |
| Prudent dividend policy | | |
| The Company's sustainable development | | |

Government authorities

| What they expect | Engagement approach | How we engage |
|--|--|---|
| Statutory compliance | Statutory compliance and contribution to improving the legislative framework related to the Company's operations | Participation in federal and regional events |
| Timely payment of taxes | Transparency of tax payments and tax disclosures | Social and economic cooperation agreements with local authorities |
| Social and economic development of local communities | Accessible and comfortable transport services | Regular working meetings, transport coordination boards, committees, etc. |
| Reducing environmental impact | Development of investment projects and infrastructure, including projects designed to reduce the Company's environmental footprint | Organising train days |
| | Cooperation with federal and regional authorities | Input to the law-making process |
| | Regional economic development, including investment projects, procurement, and new jobs | |

Community partners

| What they expect | Engagement approach | How we engage |
|---|---|---|
| Open and meaningful dialogue | Engagement with national and international NGOs as regards achieving the UN SDGs | Participation in conferences and industry-specific events |
| Enabling a socially beneficial environment | Joint events with national and international NGOs | Creation of specialised RZD classes for secondary schools |
| Social protection of employees and retirees | Consideration of initiatives, including those related to federal laws governing social and employment relations | Support for universities as part of the Programme of Russian Railways' Interaction with Railway Universities until 2025 |
| | Liaising with industry trade unions in ensuring social security of employees and retirees | Regular meetings with trade unions |
| | Advancement and support of education across our footprint | Input to the work of educational institutions from Russian Railways' employees |
| | Support of vulnerable groups, environment-related and awareness-raising projects | Joint academic, educational, and sport events |
| | | Support for non-commercial organisations |

Local communities

| What they expect | Engagement approach | How we engage |
|--|---|---|
| <p>Local jobs</p> <p>Minimising environmental impact</p> <p>Support in addressing social, environmental, and economic issues</p> | <p>Providing accessible and comfortable transport services</p> <p>Local employment</p> <p>Social infrastructure development across our regions of operation</p> <p>Support and emergency assistance for vulnerable people</p> <p>Volunteer and charity projects, philanthropy</p> | <p>Development of healthcare infrastructure</p> <p>Volunteer and charity projects</p> <p>Educational initiatives</p> <p>Promotion of sports and healthy lifestyle</p> |

