

Social surveys

In 2023, the Company completed 32 corporate social surveys covering 585,000 employees, including 160,000 people who took part in the annual Job Satisfaction and Personnel Engagement Levels survey at Russian Railways.

The surveys focused on assessing employee satisfaction with the Company and loyalty levels (eNPS), analysing turnover causes and retention opportunities, and evaluating satisfaction with specific HR processes and services, including the electronic workflow for labour relations, social and HR centres, and the Employee Service Portal.

> **100**
local surveys covering 80,000 employees

Corporate culture

GRI 3-3

The corporate culture of Russian Railways rests on our rich history and traditions, the scale and global nature of our business, knowledge and experience continuity, and expertise and skills of the Company's employees.

aspects of the Company's strategy and corporate culture. To promote the Code and ensure its adoption, Russian Railways conducted a comprehensive communication campaign for its employees.

coupled with a responsible attitude towards nature and resources. We value everyone's contribution to a common goal.

In 2023, the Board of Directors of Russian Railways approved an updated Code of Business Ethics¹, which sets out unified corporate values, standards, and rules of conduct for Board members and employees, and regulates the Company's relationships with shareholders, government bodies, and legal and natural persons. The Code defines key behavioural standards based on Russian Railways' mission, values, and principles of corporate culture.

Every employee of Russian Railways is guided by the Company's brand values and associated principles of its corporate culture.

Openness to innovation

We are open to innovation and keep advancing our competencies to meet the challenges of an ever-evolving world. For us, innovation is key to shaping the quality of our work.

Principles of corporate culture

Contributing to our country

We are action-minded professionals. Every day, our efforts fuel the economy, moving hundreds of thousands of passengers and millions of tonnes of cargo. Our patriotism and commitment to our country help us build a better life for our people and a stronger nation.

Respecting people

We never forget that people are at the heart of everything we do – our colleagues, our customers, our partners. We are open

Values and principles

Brand values

People

We create an effective environment to develop and support our big team and nurture everyone's self-fulfilment and recognition. We put a primary focus on people, collaboration and attention to the needs of customers, colleagues and partners.

Partnership

We strive for creative and successful partnerships based on mutual respect and trust

to constructive conversations and care deeply about everyone's well-being. We value everyone's opinions and needs, treat each other with respect, and stand against any form of discrimination.

Working as a team, achieving a shared goal

We are united by a common purpose. We are honest and transparent in everything we do. We trust our colleagues' expertise, keep our promises, and are always ready to lend a hand. We value every member of our team and work together to achieve our shared goal.

Operating reliably

Reliability and safety are the core values that guide our work. We operate responsibly and ensure uninterrupted service. We guarantee high quality and deliver on our commitments. Our work touches the lives of people and the world around us. That is why we minimise risks and build trust with our partners.

Being efficient, conserving resources

We are determined to achieve results, but we use the Company's resources wisely and responsibly. We find the best way to solve every challenge.

Continuously improving

We are always open to new ideas, solutions, and technologies. We create an environment where innovation thrives, so we can constantly improve our work. We never settle for the status quo and are always striving to do better.

We eliminate inefficient practices, simplify processes wherever possible, while maintaining safety and sustainability. We create opportunities for professional and personal growth for every member of our team.

Values, principles, and corporate competencies are inextricably linked, forming the bedrock of our corporate culture. They foster an environment of trust and mutual respect, underpinning our commitment to fair competition, social responsibility, and objective, honest decision-making in all personnel-related matters.

Business communication: behaviour and style

To complement the existing Code of Business Ethics, Russian Railways released a new guide titled "Business Communication at Russian Railways: Behaviour and Style." It provides valuable guidelines on:

- professional conduct in business settings;
- effective meeting and negotiation techniques;
- digital etiquette and its best practices;
- appropriate business attire for different work situations.

The primary goal of business etiquette is to cultivate an environment that fosters collaboration, mutual understanding, and respect.

Ethics advice and ethical issue prevention mechanisms

GRI 2-26

The Business Ethics Officer is in charge of ethics advice and ethical issue prevention mechanisms at Russian Railways.

All employees who have grounds to believe that someone's actions violate the Code of Business Ethics of Russian Railways, as well as the Russian laws, the Company's Charter or regulations, or that someone commits other actions that may negatively affect the image and business reputation of Russian Railways, must inform their immediate superiors or the Business Ethics Officer.

In all of the Company's units, conflicts between colleagues, superiors, and subordinates are addressed by ethics commissions, following the guidelines set out for ethics officers and ethics commissions in the branches of Russian Railways.

Ethics commissions:

- review reports and proposals regarding employees' adherence to the standards and rules established by the Code of Business Ethics of Russian Railways;
- guide employees in resolving conflicts related to violations of the Code's standards and rules;
- participate in resolving conflicts related to violations of the Code's standards and rules;
- develop recommendations and proposals for employees on matters of business ethics;
- may inform unit heads about violations of the Code's standards and rules for consideration when making decisions regarding employee incentives or career growth;
- develop proposals and response measures in relation to received reports. For gross violations of the Code's standards and rules, the commissions have the right to initiate disciplinary action against the employee at fault. The severity of the violation, the degree of guilt, and

¹ Approved by a resolution of Russian Railways' Board of Directors, Minutes No. 13 dated 23 June 2023.

the circumstances are taken into account when determining appropriate action.

One can report violations of the Code of Business Ethics by calling Russian Railways' employee hotline for reports on social and HR issues (an integrated information and counselling service) or by emailing ethics@rzd.ru.

The Company guarantees confidentiality of any report made and anti-retaliation protection. The Company does not consider anonymous reports regarding violations of Russian Railways' Code of Business Ethics.

To promote understanding of the Code of Business Ethics, Russian Railways offers an online training course through its distance learning platform. Over the past year, more than 300,000 employees completed this training.

Ensuring equal rights for employees

GRI 3-3, 406-1

Ensuring equal rights and opportunities for employees is one of the Company's top priorities in HR management.

In its operations, Russian Railways adheres to the principles of the UN Global Compact and the Social Charter of the Russian Business developed by the Russian Union of Industrialists and Entrepreneurs (RSPP).

- The Company strictly complies with the Russian labour and civil laws and builds relations with employees based on mutual respect and commitment.
- The Company encourages and supports the social and cultural diversity of its employees, providing them with equal

opportunities for employment, remuneration and promotion regardless of their differences and beliefs.

In accordance with Russian Railways' Code of Business Ethics, heads of the Company's branches and business units ensure equal rights and opportunities for all persons when they apply for a job or work their way up the career ladder, regardless of their gender, age, race, ethnicity, language, origin, financial and employment status, place of residence, personal and physiological differences.

Russian Railways does not tolerate harassment, insults, threats, or psychological abuse. In the event of human rights violations

or discrimination, employees are entitled to contact the Hotline and make a complaint.

The Company does not discriminate or have restrictions on the employment of disabled people. They are hired based on their health condition and statutory requirements for certain jobs.

When moving up the career ladder, all employees enjoy equal rights and opportunities. Over 20% of the Company's managers are aged under 35.

Supporting women

As women make up nearly 30% of Russian Railways' employees, improving their working conditions and social security is among our absolute priorities.

In December 2020, Russian Railways approved the Action Plan to improve the conditions of work, leisure, and social support of women in 2021–2025¹, with the relevant Coordination Council put in charge. The Council holds regular on-site meetings with female employees and organises video conferences with railway coordination councils.

These are effective ways to collect feedback from female employees, discuss issues, develop response measures, and put them into effect.

The Company considers changes in the list of jobs available to women to be an important step towards equal opportunities. Russian Railways offer women an opportunity to work as operators and assistant operators on certain types of traction rolling stock, as well as choose other professions that had traditionally been associated with men – from lorry

driver to overhead lines repair personnel. In the reporting year, 79 women were trained and employed as train drivers and assistant drivers.

In 2023, we carried out an annual survey of working conditions of Russian Railways' female employees. The survey showed that 78.2% of women were satisfied with their employment at the Company, up 1.5% y-o-y.

2023 results in improving the conditions of work, leisure, and social support of women

- The Company increased the amount of financial assistance for those taking an annual paid leave to 20% of wages or salary.
- Over 2,000 women were transferred to flexible working hours and remote work.
- Over 1,500 female employees were provided with a "woman's leave"².
- 26 rooms for functional and emotional unwinding were launched.
- Working conditions were improved at 46,800 workplaces.
- Over 2,000 female employees took part in the How To Be Successful and Happy corporate social event for improving the quality of women's lives and expanding their areas of interest and competencies.
- The Company held the 4th Forum to Improve the Conditions of Work, Leisure, and Social Support of Female Employees, with the resulting proposals already being implemented to enhance production processes, achieve corporate targets, and strengthen social policies and internal communications.
- We organised more than 800 schools of women's health across its healthcare network and health support groups for women aged above 40.
- An anonymous hotline was launched to provide advice from psychologists.

¹ Approved on 29 December 2020 (Minutes No. 2019).

² One extra unpaid day off per month to which all female employees of the Company are entitled under the Collective Bargaining Agreement.