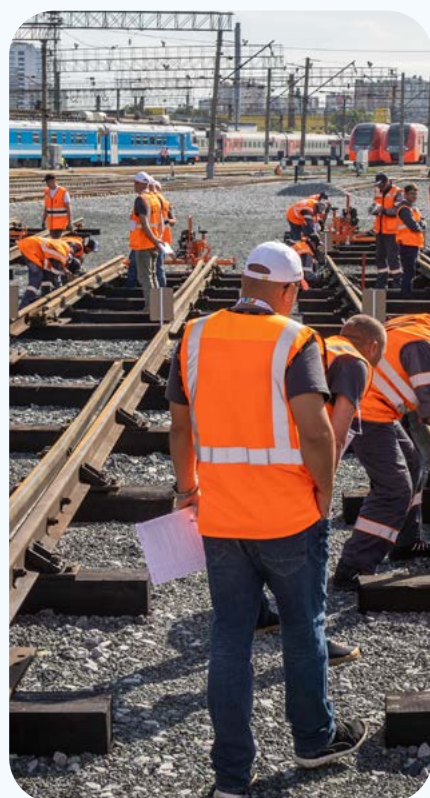


Personnel structure and turnover

GRI 2-7

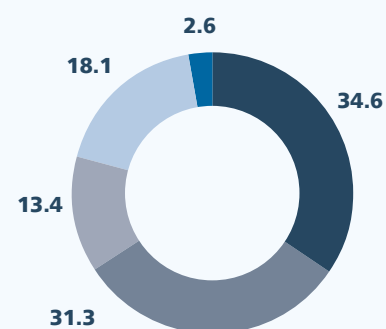
As at the end of 2023, Russian Railways had a headcount of 685,200 people.

The staff composition remains stable and well-balanced in terms of age and gender, which supports the Company's growth and transformation.



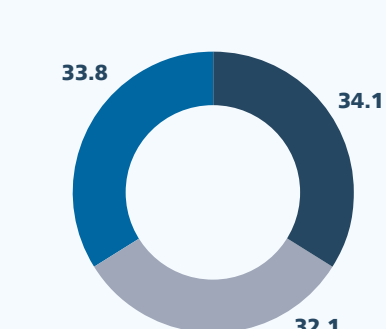
Russian Railways' personnel composition¹

Age structure, %



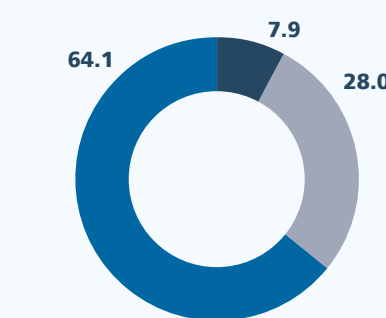
- Under 35
- 36-45
- 46-50
- Over 50
- Retirement age

Education, %



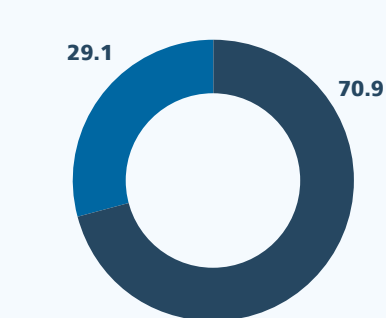
- Higher
- Vocational
- Incomplete secondary, complete and first-level vocational

Personnel categories, %



- Managers
- White-collar employees
- Blue-collar employees

Gender structure, %



- Men
- Women

Russian Railways' personnel structure by gender, age, education and category, people

GRI 405-1

Indicator	2019	2020	2021	2022	2023
Personnel structure by age as at the end of the reporting year					
Women (under 30)	44,497	40,821	36,887	36,794	34,808
Men (under 30)	123,833	112,443	102,471	103,840	100,615
Women (31-50)	138,005	136,894	127,603	126,963	119,353
Men (31-50)	299,332	300,524	295,982	296,417	288,465
Women (over 50)	43,309	42,844	41,929	43,225	45,082
Men (over 50)	88,933	89,924	91,433	93,925	96,863
Personnel structure by category as at the end of the reporting year					
Women (managers)	16,227	16,244	14,600	14,763	13,754
Men (managers)	40,588	40,761	40,319	40,656	40,364
Women (office workers and white-collar employees)	135,773	132,345	121,772	121,330	115,895
Men (office workers and white-collar employees)	80,195	79,161	76,939	77,074	75,711
Women (blue-collar employees)	73,812	71,970	70,047	70,889	69,594
Men (blue-collar employees)	391,314	382,969	372,628	376,452	369,868
Personnel structure by education as at the end of the reporting year					
Higher	263,582	242,999	230,713	233,555	233,492
Vocational	216,081	203,285	195,719	195,999	219,826
Other	258,246	277,166	269,873	271,610	231,868

Employees with disabilities

Indicator	2020	2021	2022	2023
Employees with disabilities, people	3,964	4,159	4,432	5,112
Share of employees with disabilities in total headcount, %	0.5	0.6	0.6	0.7

In 2023, the Company hired 103,400 people, including 7,500 graduates of industry-based educational institutions that train specialists under higher and

vocational education programmes in accordance with the needs of Russian Railways' branches.

¹ As at 31 December 2023.

New hires in 2023 by category, gender and age

GRI 401-1

New hires	2019	2020	2021	2022	2023
Men	64,911	42,012	56,335	73,546	74,118
Women	26,037	14,739	23,956	28,507	29,246
Under 30	50,385	30,386	44,095	56,297	57,461
31–50 years of age	31,788	21,370	28,911	37,098	35,571
Over 50	8,775	4,998	7,285	8,658	10,332

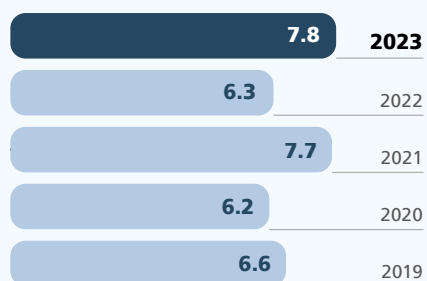
Staff turnover is one of the Company's key performance indicators, with its threshold set at 8% as per the internal calculation methodology. In 2023, turnover remained below the threshold, within the set target values, and amounted to 7.8%.



For more details on total hires and quitters for various reasons, employee turnover by region, gender and age, and Management Board composition in 2023 by diversity category see [Social and HR Policy section](#).

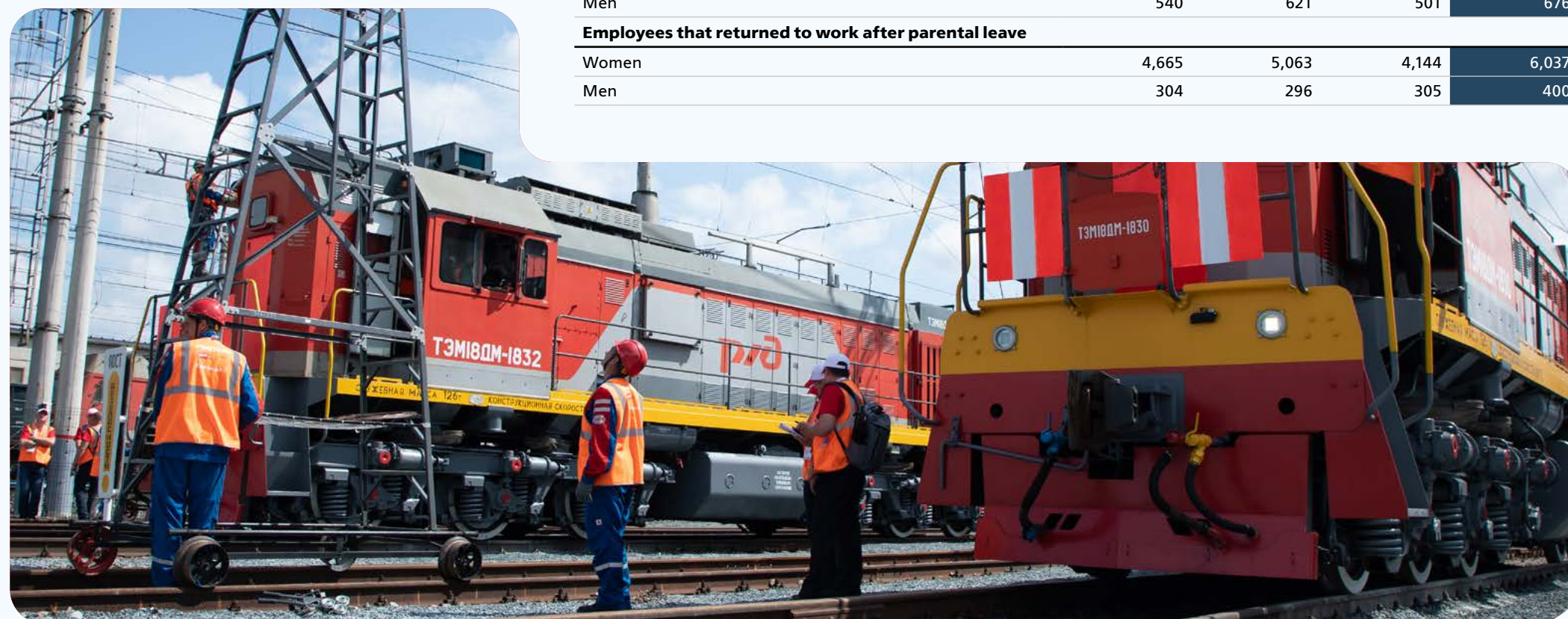
Personnel turnover, %

GRI 401-1



Russian Railways' management monitors staff turnover by unit, region and professional group to take timely action.

In 2023, the Company approved roadmaps to attract and retain talent, enhance its employment brand, and improve job satisfaction of its employees. Roadmaps have the following focus areas: salaries and workplaces, accommodation provision, healthcare, cooperation with educational institutions, recruitment and retention. This helps attract and retain highly skilled talent at new or complex operational sites, create jobs, improve social comfort, and strengthen the Company's employer brand.



Quitting and dismissed employees

GRI 401-1

Quitting and dismissed employees in the reporting year	2020	2021	2022	2023
Women	22,029	38,228	27,995	37,013
Men	54,013	70,065	71,499	82,360
Employees under 30	22,958	36,693	37,962	46,311
Employees aged 31–50	30,693	47,288	39,034	50,127
Employees over 50	22,391	24,312	22,498	22,935

Employees that exercised their right to parental leave, people

GRI 401-3

Indicator	2020	2021	2022	2023
Total number of employees that took parental leave	9,326	8,666	6,896	7,880
Women	8,786	8,045	6,395	7,207
Men	540	621	501	676
Employees that returned to work after parental leave				
Women	4,665	5,063	4,144	6,037
Men	304	296	305	400