

## Remuneration system

The Rosseti Group strives to ensure a fair and competitive level of remuneration for its employees, considering this to be one of the key factors of team stability. The Company uses a remuneration system that takes into account job categories, the performance of structural units, the specifics of regional labour markets, and the individual contribution of each employee.

The performance of senior management is assessed through key performance indicators, which are approved by the Company's Board of Directors.

15.3%

growth in average salary in 2023

## Staff Training and Development

### Training, retraining and professional development

One of the key factors in the reliability of the power grid complex is the high level of staff training of the Rosseti Group's companies. The Group successfully implements a personnel training policy aimed at maintaining and developing the professional and personal competences of employees and unleashing the human resources potential.

In 2023, employees of the Rosseti Group's companies took 249,368 man-courses under various educational programmes (professional training and retraining, advanced training, training aimed at developing personal and business skills, etc.). In 2023, the average number of training hours per employee was 49.5, which is slightly more than in 2022 (49 hours per employee).

The training of production personnel is of top priority in the training and development of the Company's employees. For this, the Group has 30 corporate training centres in all regions where the Rosseti Group operates, not to mention the branch network. To ensure uniform training standards, corporate training centres follow 64 recommended standard educational programmes, which were developed by specialists of the Company's Executive Office in line with the requirements

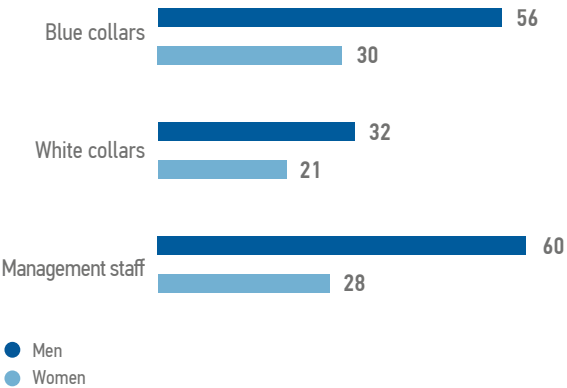
Average salary at the Rosseti Group, RUB '000



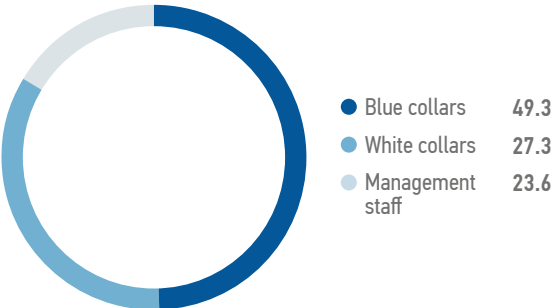
Expenditures on labour remuneration, social payments and benefits, RUB bln



Average number of training hours per employee in 2023, h/person



Categories of employees trained in 2023, %



of vocational standards. In 2023, employees of the Rosseti Group's companies completed 188,144 man-courses at corporate training centres.

The Company runs the Knowledge Day corporate educational project, which allows employees to improve their professional skills on-the-job through participating in weekly short-term educational events on various topical issues where the most experienced and recognised experts among the Company's employees share their experience. In 2023, 43 mass-scale training events were organised as part of the project.

In 2023, a project was launched to develop the core professional, technical, and personal competences for supervisors of substations and substation groups. The project involves the assessment and subsequent training of substation supervisors. In 2023, assessment tools for professional testing were developed. The assessment of substation supervisors, analysis of the results, and training of assessment-takers based on the assessment results are planned for 2024.

49.5 HOURS/EMPLOYEE

average number of training hours in 2023

188,144 MAN-COURSES

were taken by employees of the Rosseti Group's companies at corporate training centres in 2023

249,368 MAN-COURSES

under various educational programmes were taken by employees of the Rosseti Group's companies in 2023

1.14 RUB BLN

was the total cost of training the Rosseti Group's employees in 2023

