

**Russian Railways' Awards in 2023**



Grand prix in the following categories:

- Best Manager for Staff Motivation, awarded to Head of the Social Development Department of Russian Railways
- Best Mobile Application for Pulse app at the Digital Pyramid 2023 Award
- HR Tech Platform of the Year with the Russian Railways. Recruitment project at the HR TECH AWARD (Digital Pyramid 2023)

No. 1 in the following categories:

- Development of Wellness Culture with the Russian Railways' Healthy Lifestyle Concept for 2020–2025 project at the Investments for a Healthy Country. Best Corporate Practices competition
- Promotion of Sports and a Healthy Lifestyle in Hard-to-Reach Regions with the Sports Station project at the 2nd National Corporate Sports Award



No. 2 in the following category:

- Best Human Capital Development Project with the Care for the Future project at the ESG Excellence Award 2023



No. 3 in the following categories:

- Best Well-being Programme category with the Physical Well-being of Railway Workers project
- Corporate Culture Supporting Diversity at the Crystal Pyramid 2023 Award

**Attractive employer**

In 2023, Russian Railways continued to ride high in the rankings of Russia's best employers:



for the fifth year running, the Company came in second in the people's rating of Russia's best employers compiled by VCIOM (Russian Public Opinion Research Centre);



continued to lead among logistics companies in the Changellenge rating of the best employers

**Intracorporate communications**

The key objective of developing intracorporate communications is to improve employee satisfaction and engagement levels by raising personnel awareness, enhancing feedback channels within the Company, and strengthening the image of an attractive employer among employees.

**Russian Railways' Employee Service Portal**

Russian Railways' Employee Service Portal remains one of the key personnel communication channels. A shared information space facilitates contacts between the employer and workers, provides staff with corporate updates, and serves as a one-stop shop for over 60 services.

**25% growth**  
in daily visits to the portal in 2023, hitting 250,000 unique users

Russian Railways fully transitioned to electronic labour relations document management in March 2023, using the Employee Service Portal. By the year end, over 228,000 employees (33% of the workforce) voluntarily switched to electronic interactions with the Company. For user convenience, a dedicated HR Document Management section was added to the portal.

In 2023, a new Board of Honour service was launched, showcasing profiles of recognised employees and providing an opportunity to offer them congratulations and appreciation.

The Active Worker service, which enables employees to submit their portal improvement proposals and vote online on their colleagues' submissions, continued to operate in 2023. Over 6,400 proposals were received during the year.

In 2023, the Company continued to develop Events, a new communication service through which employees can submit applications to participate in corporate competitions, events and projects. The service was used to announce over 90 events, with the number of application submissions exceeding 14,000.

**Internal Communicators Community**

Launched in late 2023, the Internal Communications Community project aims to increase the number of employees who exhibit behaviours aligned with the Company's Code of Business Ethics and corporate competencies. The project has reached over 500 participants across all railways and functions.

Railway workers of all ages and positions are welcome to join the Internal Communications Community. Enrolment for the project takes place annually in the Events section of the Employee Service Portal.

**Feedback**

To improve the quality of feedback, we continued upgrading the Manager's Online Desk service available on Russian Railways' Employee Service Portal. With this service, employees can reach their line managers directly to ask them questions, make a request or submit a proposal. In cases where an employee disagrees with the response, the service offers the option to escalate the message to a higher-level manager.

In 2023, the Manager's Online Desk registered over 3,700 submissions from employees, an increase of almost one third compared to 2022. The average manager care score came in at 4.3 out of 5.

Apart from that, Russian Railways has another important channel to collect employee feedback – 24/7 employee hotline for reports on social and HR issues (+7 800 250 1520, calls are toll-free). In 2023, we registered over 42,000 requests, 89% of which were handled by operators in real time thanks to the vast knowledge base.

**4.85 out of 5**  
average employee satisfaction score for the hotline in 2023

**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 Ethics<sup>1</sup>, 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

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