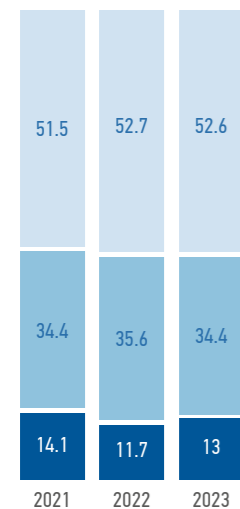


The employees of the Company have a decent level of education; 87% of them have a professional background, and nine of them have a candidate's degree.

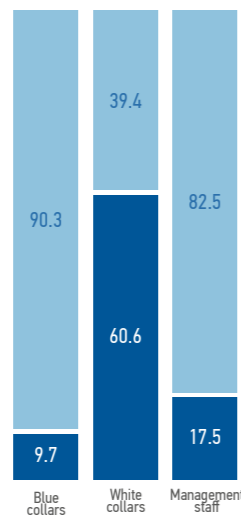
The gender composition of the Company's employees also fits the typical profile of power grid companies. As of 31 December 2023, the share of men working in the Company was 70.9% and that of women was 29.1%.

### Structure of personnel by education in 2021–2023 (%)



● Basic / secondary general  
● Primary / secondary vocational  
● Higher vocational

### Staff structure by gender in 2023 (%)



● Women  
● Men

**87%**  
of employees have vocational education

**9** employees  
hold a candidate degree

## Staff Training and Development

Employee training is one of the priorities of the Company's human resources and social policies; it is regulated by the following documents:

- Rules for Personnel Management in the Electric Power Industry of the Russian Federation approved by Order No. 796 of the Ministry of Energy of the Russian Federation dated 22 September 2020

- Personnel Management Procedure of Rosseti Kuban, PJSC approved by the Company's Order No. 300-od dated 3 May 2023
- Regulations on Personnel Training at Rosseti Kuban, PJSC, approved by Company Order No. 681-od dated 26 November 2020
- Other regulatory documents and prescriptions and recommendations of the supervisory authorities

The Company's main provider of educational services is the in-house training centre, the Energy Institute for Continuing Education of Kubanenergo (hereinafter referred to as the Institute). In the reporting year, the share of the Institute's trainees was 94% of the total number of the Company's employees trained.

### Training of Rosseti Kuban personnel in 2021–2023

Indicator	UoM	2021	2022	2023	Change 2023/2022 (%)
Number of employees who participated in off-the-job training programmes / ratio to average staffing number	people / %	8,530/96	12,609/144	10,319/118	-18.2 / -26 p.p.
• including occupational health and safety / ratio to average staffing number	people / %	1,095/12.33	6,657/76	5,526/62.25	-17.0 / -13.75 p.p.
• including employees trained at in-house training centres / ratio to the total number of employees who received off-the-job training	people / %	7,695/90	11,485/91	9,720/94	-15.4 / +3 p.p.
Number of production personnel who received off-the-job training	people	7,328	10,433	9,510	-8.8
• including hosted by the Institute	people	6,963	10,039	9,116	-9.2
Distribution of the employees who took part in off-the-job training programmes by category (executives, white collars, blue collars)	%	Executives — 40.8% White collars — 18.7% Blue collars — 40.5%	Executives — 52.1% White collars — 20.7% Blue collars — 27.2%	Executives — 43.0% White collars — 16.2% Blue collars — 40.8%	Management staff: -9.1 p.p. White collars: -4.5 p.p. Blue collars: +13.6 p.p.
Number of employees who participated in educational programmes delivered through distance learning	people	2,821	2,894	1,872	-35.3
Average number of training hours per employee by gender	man/hour	Women — 36 Men — 76	Women — 40 Men — 75	Women — 36 Men — 84	Women: +11.1 Men: -10.7

With the existing ratio of the off-the-job trainees in 2023 to the average headcount, the key indicator (30%) of the Company's Human Resources and Social Policy is achieved.

In 2023, the number of training programmes delivered by the Institute through distance learning decreased due to changes in legislation, which

necessitated training exclusively in the format of face-to-face learning (both theoretical and practical).



**10,319** employees

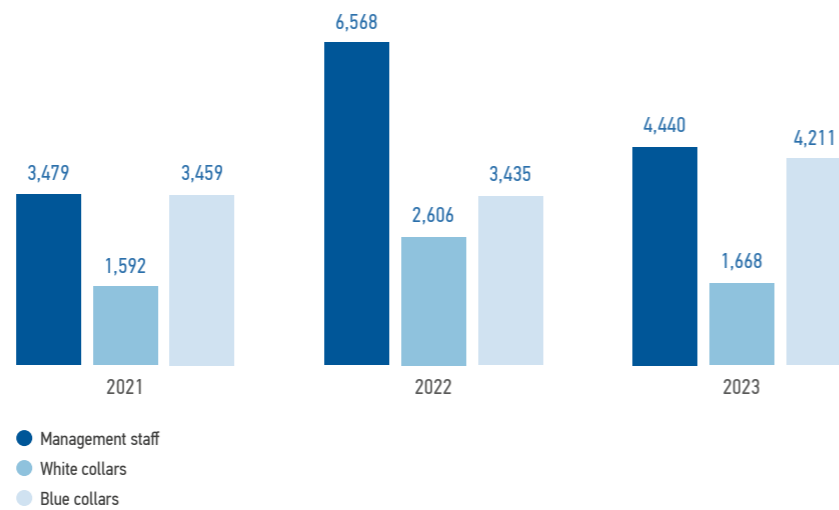
received off-the-job training in 2023, including

**5,526** employees

received training in labour and industrial safety

A significant share of the personnel falling under managers and blue-collars categories in the total number of the trained personnel is explained by the mandatory nature of training for such categories and training frequency required by regulatory documents.

Breakdown of off-the-job trainees by categories in 2021–2023 (people)



Training costs in 2021–2023 (RUB ‘000)

Indicator	2021	2022	2023	Change 2023/2022, %
Total training costs	76,259	87,563	89,899	+2.66
including:				
• by the Institute	65,130	76,681	80,678	+5.21
• by third-party educational institutions	11,128	10,881	9,221	-15.2

**~90** RUB mln

staff training costs (+2.7% vs. 2022)

**~10,000**

trainees are trained annually at the Company’s Institute

Changes in the Company’s personnel training costs (RUB ‘000)



Every year, the Institute trains about 10,000 students in more than 350 educational programmes aligned with the requirements of professional standards and applicable regulatory documents.

The Institute provides services in the following areas:

- Training in professional education programmes (training, retraining, advanced training of workers), continuing professional education programmes (professional retraining, advanced training of engineering staff)
- Conducting topic-related workshops and hands-on training aimed at developing corporate and managerial competencies
- Holding championships and vocational skills competitions at various levels under the Skills and Occupations Development Agency methodology
- Hosting conferences, scientific and technical round tables with the participation of manufacturers and developers of state-of-the-art equipment
- Preparing teams for professional skill competitions

The Institute is accredited and has a notification from the Russian Ministry of Labour of its inclusion in the register of organisations providing education in occupational safety and health; the programmes are based on modern, innovative technologies using the latest training tools and methods. During the training period, students are provided with the necessary study materials, visual aids, handouts in the relevant areas of training.

In 2023, Rosseti’s innovative project for live work, which had been launched for the Company’s employees in 2020, was continued.

In 2023, 36 people were trained in the programme of Live Works on Overhead and Cable Power Lines and Switchgear of up to 1,000 V.

From 23 May to 25 May 2023, Rosseti Kuban PJSC hosted the All-Russian Scientific and Technical Conference — Ways to Improve Reliability, Efficiency, and Safety of Energy Production — in Divnomorskoye settlement, Gelendzhik, Krasnodar Territory. The event was attended by heads of the technical and servicing

units of Rosseti South and Rosseti Kuban, as well as managers and specialists of power equipment manufacturers: RiM, JSC, Tavrida Elektrik YuSK, JSC, Energoservice Kuban, JSC, Matrix, JSC, PO Eltehnika, LLC, MIR, Inc, PC Elektrokoncept, TD Uncomtekh, LLC, SVEL Group, JSC, and others. The purpose of the event is to exchange advanced experience and knowledge in the power industry.

The Institute implements the Pre-University project for 11th grade schoolchildren as part of the School—College—University—Work Continuous Education Programme and for the purpose of admission to a specialised higher education institution under appropriate quotas.

In order to provide career guidance to young people, the Institute and a branch of Rosseti Kuban, PJSC hosted Open Doors Days for schoolchildren and students of relevant higher and specialised secondary educational institutions.

The working months for the student energy teams of Rosseti Kuban and Rosseti South were organised, as part of which the following events were held:

- Industrial practice at the Company branches and the first entry in the employment record-book of a future power industry specialist
- Training under additional education programmes
- Professional skills competitions
- Educational and developmental events
- Hackathon
- Independent assessment of participants’ qualifications and obtaining the relevant certificates
- Championship in practical skills of UAV control using DJI Flight Simulator software

The final stage was the holding of developmental events, visionary lectures, a creative competition, and an athletic contest for students in the village of Shepsi, the Krasnodar Territory.

Significant events of 2023 hosted by the Institute:

- Regional professional skills competition, Best in Profession, in the nomination: Best Electrician for Repair and Maintenance of Distribution Network Equipment (23 August 2023 to 25 August 2023). The event was held to improve the interaction between grid companies in the Krasnodar Territory in case of emergency, to enhance the professionalism of distribution grid

operation personnel, and to disseminate the best practices. The competition was attended by teams from Rosseti Kuban, PJSC, Kuban Power Grids, JSC, and Energoservice Kuban, JSC.

- Scientific and technical conference on the development of the Company’s power grid complex. Its participants discussed further prospects for improving the operation of power grids, ensuring compliance with occupational safety in the areas of electric grids, and the peculiarities of the operation of high-voltage overhead lines, substations, and distribution/cable networks. Within the framework of the conference, a FreshBiz transformation game was held, the goals of which were to practice management strategies, the ability to manage a team under varied conditions, team building, responsibility for decision-making and implementation of decisions made, and determine the level of managerial competence of the participants as well.
- A meeting on systematizing the occupational safety activities run at Rosseti Kuban, PJSC and establishing an occupational safety management system and safety culture at Rosseti Kuban, PJSC in accordance with international practice and the experience of pursuing such objectives in large Russian companies. The purpose of the event was to delve deeper into the strategy of developing and improving the Company’s safety culture.

In addition to the Institute, the key suppliers of educational services to the Company are the following institutions:

- Federal Budget Institution “Learning and Training Centre” of Rostechznadzor
- State Educational Institution of Supplementary Professional Education “Training and Methodological Centre for Civil Defence and Emergency Situations of the Krasnodar Territory”
- Autonomous Non-Profit Organisation of Additional Professional Education “SoftLine Education”
- Scientific and Educational Centre “EKRA”
- Federal State Autonomous Educational Institution of Additional Professional Education “St. Petersburg Power Engineering Institute of Professional Development”
- Federal State Budgetary Educational Institution of Higher Education “Kuban State Technological University”, etc.

Occupational health and safety and fire safety remain the key areas of training.

To implement the Order of the Ministry of Emergency Situations of Russia No. 806 dated 18 November 2021, advance training (re-training) under the “Fire Safety” programme continues.

In order to ensure the best adaptation to new economic and social conditions and to expand the qualifications of specialists, in 2023, a programme of advance training (re-training) in “Electric Power Engineering and Electrical Engineering” was launched and covered 45 trainees.

To enable employees to improve their competencies in the safe operation of electrical equipment and the power safety of a facility as a whole, the Institute implemented training under the “Relay Protection and Automation” programme for employees of Rosseti Kuban, PJSC and Rosseti South, PJSC. The practical part of the training was hosted by the Private Institution of Additional Professional Education “Interregional Energy Institute of the South”, with the engagement of specialists from RADIUS Avtomatika, JSC.

To develop a talent pool of top and mid-level managers, as well as experienced specialists and those who are in the talent pool for managerial positions, the Russian Presidential Academy of National Economy and Public Administration provided training under the advanced training programmes: “Top Manager. Project Management” and “Top Manager. Modern Technologies in Team Management”.

In 2024, the Company will continue running the advance training (re-training) “Electrical Power Systems and Grids” programme based on a networking cooperation agreement concluded with the Federal State Budgetary Educational Institution of Higher Education “Platov South Russian State Polytechnic University”. The programme is aimed at acquiring knowledge in the design and operation of electric power systems and electric grids of various levels, which will allow trainees to successfully solve practical tasks in their professional activity. At the end of the training, the Platov South Russian State Polytechnic University issues its diplomas about retraining, thus granting the qualification Specialist in the Field of Electric Power Systems and Power Grids and the right to conduct professional activities in the fields of electric power engineering and electrical engineering. In the period from 2021 to 2023, 100 specialists from Rosseti Kuban, PJSC were trained.



## Indicators of evaluation procedures of Rosseti Kuban in 2021–2023

Indicator	UoM	2021	2022	2023	Change 2023/2022, %
Number of personnel who underwent evaluation procedures/ ratio to average headcount, including	people	1,840	1,612	1,309	-18.8
• assessment of competences (corporate and managerial), including recruitment, transfer to a new position, selection to the talent pool, etc.	people	1,391	1,200	1,037	-13.6
• independent assessment of qualification (in qualification assessment centres)	people	449	412	272	-34.0
Headcount of talent pools	people	342	325	421	+29.5
• including the management pool	people	242	239	307	+28.5
• including the youth pool	people	100	86	114	+32.6
Share of leading positions filled by the talent pool	%	64.32	62.16	68.47	+6.31 p.p.
Share of leading positions staffed by internal candidates, including from the talent pools	%	63.90	53.80	51.7	-2.1 p.p.

In the reporting year, 272 employees of the Company (3.1% of the average headcount) were sent for independent qualification assessment to the Energia Qualification Assessment Centre (a branch of Energetik

Health Resort, JSC); out of those, 229 successfully passed the professional examination and confirmed their professional qualification. Around 1,037 people took part in the assessment of the Company's needs in

the comprehensive assessment of managers by the Assessment Centre method, the assessment of the professional competences of specialists and managers, and the psychodiagnostic assessment in 2023.

## Social Policy

The key principles of the Social Policy of Rosseti Kuban include the creation of comfortable conditions for employees' work and rest, higher social security of employees and their better labour/social relations. The Company strives to develop social partnership, improve the social security of employees, and create development prospects for the Company as a whole.

Rosseti Kuban places high importance on social support to energise staff members and raise their commitment to production tasks. The benefits and guarantees in place in the Company, as well as social programmes and employee support

programmes, help attract and retain the most valuable employees, promote staff loyalty to the Company, and facilitate the achievement of the Company's goals.

While demanding the maximum commitment and improved performance from its staff, the Company acknowledges that it is necessary to provide the employees with extra social benefits and guarantees exceeding those prescribed by law and funded from the Company profits.

The Social Policy of Rosseti Kuban is aligned with the Sectoral Tariff Agreement of the Electric Power Industry of the Russian

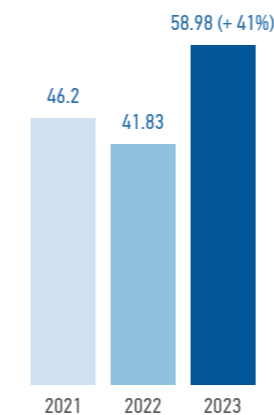
Federation, the collective bargaining agreement, by-laws, rules and other local regulatory documents.

In accordance with the collective bargaining agreement, as part of the social package, the Company's employees receive financial assistance in connection with childbirth, marriage registration, burial of close relatives, retirement, difficult financial situation (emergency case), status of families with many children, and in case of death of an employee as well. There is also compensation for childcare in pre-schools, etc.

## Social benefits for the Company's employees, their family members and retirees (RUB mln)

Social events	2021	2022	2023
Monetary support for employees and retirees	45.23	40.70	56.81
Compensation payments	0.97	1.13	2.17

## Changes in social package in 2021–2023 (RUB mln)



The collective bargaining agreement of the Company covers the support of employees who need better housing conditions through financial aid in partial payment of credit interest. In the reporting period, the Company paid a total of RUB 26.56 million to 287 employees as financial aid.

Being a socially responsible Company, Rosseti Kuban takes care of the Company's veterans and retirees. Honouring the veterans and providing them with monetary support is an integral component of the Company's social performance. Rosseti Kuban renders monthly material aid to retirees. In the reporting period, over 2,400 of the Company veterans and retirees received various benefits (monetary support for the Victory Day, the Power Engineer Day, monthly monetary support and on-application monetary support, etc) to the total of RUB 8.55 million.

An important factor in improving the workforce efficiency is the promotion of health and recreation of employees and their children. In the reporting year, more than 700 vouchers were purchased for recreation of employees and their family members, and more than 150 vouchers were purchased for health resort treatment. The Company also provided over 430 discounted vouchers to children's health camps.

Rosseti Kuban provides its employees with high quality modern medical services through voluntary health insurance and accident insurance contracts.

The social security of employees and non-material incentives are promoted through the non-state pension provision schemes designed to ensure a decent level of well-being of employees at retirement age, to lay the groundwork for the effective solution of HR issues related to recruitment, retainment and motivation.

Rosseti Kuban focuses on the development and maintenance of healthy lifestyle of its employees and arranges health, fitness, and participation sports among the employees and provides them with access to the sports facilities. The outcomes of the reporting year:

- Rosseti Kuban, PJSC teams took part in Rosseti Group corporate sports events in mini-football (1st place), volleyball (2nd place), and chess (6th place in the final of the XIII Open Chess Tournament for power industry employees in memory of Mikhail Botvinnik)
- More than 400 employees of Rosseti Kuban, PJSC participated in the Open Athletic Contest of power industry employees in 7 sports: mini-football, volleyball, table tennis, chess, weight lifting, swimming, and GTO (Ready for Labour and Defence) all-round competitions
- More than 380 employees of Rosseti Kuban, PJSC took part in the Russian Background Walking Championship "Man Walking" in the Corporate Teams category. The team of Armavir Power Grids branch was awarded in the category "Best Team of the Region"
- The chess team of Rosseti Kuban, PJSC took part in the Russian championship among corporate teams as well as in online tournaments among companies and institutions of the fuel and energy complex of Russia
- The basketball team of Rosseti Kuban, PJSC took part in tournaments of the Interregional Amateur Basketball League
- Rosseti Kuban, PJSC employees took part in the Regional Festival of the All-Russian Physical Culture and Sports Complex "Ready for Labour and Defence (GTO)" among labour collectives, as well as in regional and municipal competitions held in the Krasnodar Territory and the Republic of Adygeya

Rosseti Kuban also attaches great importance to cultural-enlightenment events that help unite and rally its personnel, thus improving the corporate culture. The 2023 witnessed the following events in this area:

- Events dedicated to the celebration of the Defender of the Fatherland Day and International Women's Day (8 March)
- Children's drawing contest "Rosseti: Children Draw!" as part of participation in the contest among children of the Group's employees
- Commemoration of Victory Day in the Great Patriotic War of 1941–1945
- Events on the occasion of Children's Day
- Events to mark Knowledge Day
- Children's drawing competition "Autumn through the Eyes of Children"
- Corporate children's creative contest "Energy of Talents"
- New Year's Eve celebrations: a greeting for veterans, employees and children of the company's employees

More than 500 children took part in the qualifying and final stages of the children's competitions, and more than 240 of them were awarded valuable prizes and gifts.

Traditionally, the Company pays great attention to the preparation and celebration of the Power Engineer Day — the professional holiday of the Company.