

HUMAN RESOURCES MANAGEMENT

RESULTS OF THE HR POLICY

The Company's HR and social policy is designed to ensure that the target benchmarks of the Strategy for the Development of the Power Grid Sector of the Russian Federation are achieved. The key objectives of the Company's HR and social policy:

- To plan the workforce requirements — to ensure availability of accurate information on current and forecast labour demand, both quantitative and qualitative, as necessary and sufficient to achieve the Company's objectives
- To recruit necessary skills when needed
- To improve the performance and increase labour efficiency across the Company
- To raise personnel loyalty, ensure interest in long-term labour relations with the Company

These objectives are met by implementing the range of measures in various aspects of the Company activities and achieving the targets set in the following areas:

- Organisational design
- Headcount management
- Human resourcing and personnel development
- Personnel performance management (personnel motivation)
- Social benefits and social protection
- Occupational safety and work culture

In order to maintain a high level of social security of the Company's personnel, provide employees with guarantees and compensations, and ensure that Rosseti Kuban is staffed, the following measures were taken in 2024:

- Important amendments and additions were made to the collective bargaining agreement between the employer and employees of Rosseti Kuban PJSC for 2023–2025 regarding

remuneration, internal labour regulations, and the expansion of benefits, guarantees, and compensations for the Company's employees.

- A referral programme was introduced to improve staffing levels and motivate the involvement of the Company's employees in the recruitment process.
- The Recognition programme was put in place to develop non-financial motivation, increase employee engagement, popularise the trade, and recognise employees' contribution to the achievement of common goals and the development of Rosseti Group by displaying information about outstanding employees on digital stands (monitors) installed in the office buildings of Rosseti Kuban.
- The Young Worker project was introduced as a special form of employment for students combining

work and study. Employed students with excellent academic records receive various scholarships.

- All branches of the Company conduct regular medical checkups of personnel working in harmful and hazardous labour conditions.
- Rosseti Kuban employees undergo training aimed at reducing occupational injuries and improving personnel qualifications.
- The Company's employees and veterans are provided with lump-sum financial aid in case of birth of children, illness or loss of loved ones.
- Employees and their children are entitled to receive vouchers to treatment-and-prophylactic and recreational organisations for health improvement and recreation.
- Physical fitness and recreational activities are offered and mass sports are promoted in the corporate environment.

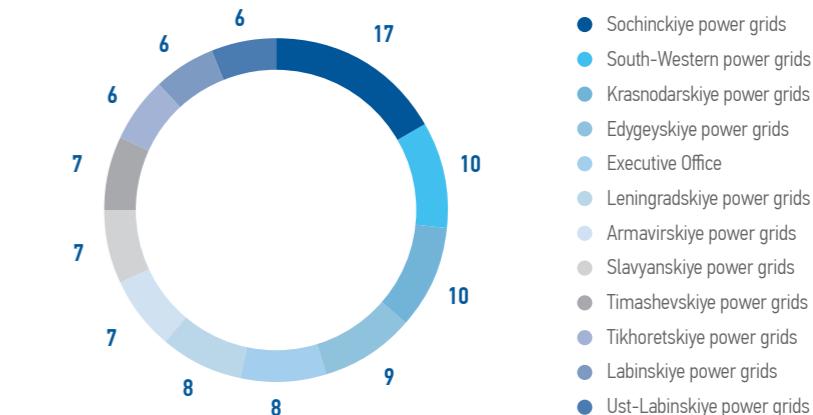
STAFF HEADCOUNT AND BREAKDOWN

The Company's average headcount of employees for 2024 was 8,466 (down 3.3% year-on-year). The decrease in the average headcount was driven by the natural movement of employees.

Average headcount of Rosseti Kuban in 2022–2024 (people)



Distribution of the Company's average headcount by branches in 2024 (%)

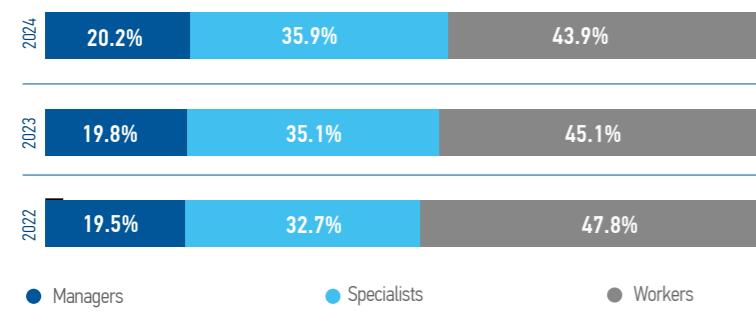


The Company's staffing level in 2024 was 89.4% (including 88.7% of production personnel).

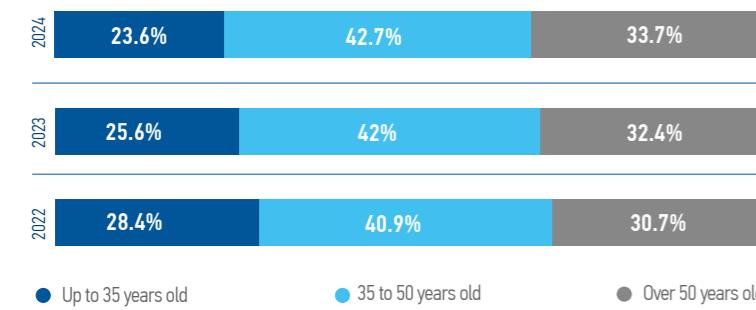
The active turnover rate for the reporting year stood at 6.1%. During 2024, 1,071 employees were hired, including 912 people (85.2%) in production staff and 45 people (4.2%) in support staff.

Analysis of voluntary turnover in the Company in 2022–2024 (%)

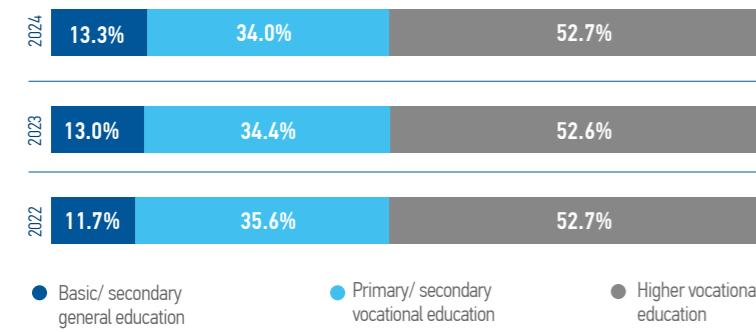
Voluntary turnover rate	2022	2023	2024	Δ 2023/2024, p.p.
Total for the Company	7.4	5.6	6.1	+0.5
By age group:				
• under 35 years old	11.7	9.1	11.2	+2.1
• 35 to 50 years old	7.1	5.2	5.8	+0.6
• over 50 years old	3.9	3.2	2.9	-0.3
By gender:				
• women	6.5	5.1	5.7	+0.6
• men	7.8	5.7	6.3	+0.6
By region:				
• Republic of Adygeya	6.7	6.8	7.7	+0.9
• Krasnodar Krai	7.5	5.4	6.0	+0.6

Personnel structure by category for 2022–2024 (%)


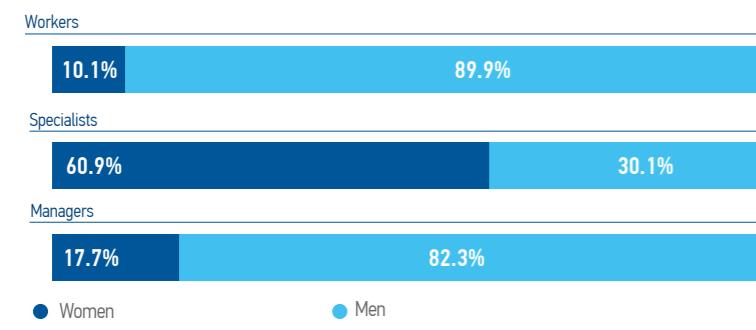
Over the last three years, the employee structure by personnel type has been relatively constant and is typical for power grid companies. The main share is made up of workers — 43.9%; managers — 20.2%, specialists — 35.9%.

Personnel structure by age for 2022–2024 (%)


The average age of the Company's employees in 2024 was 44.1 years old (43.7 years old in 2023). Over the last two years, there has been an increase in the share of workers aged 35 to 50 (+1.8 p.p.) driven by a decrease in the share of workers under 35 (−4.8 p.p.) and an increase in the share of workers over 50 (+3.0 p.p.).

Personnel structure by education for 2022–2024 (%)


The employees of the Company have a decent level of education; 86.7% of them have a professional background, and 12 of them have a Ph.D. degree.

Structure of gender composition of personnel by category in 2024 (%)


The gender composition of the Company's employees also fits the typical profile of power grid companies. As of 31 December 2024, the percentage of men working for the Company is 70.1%, while the percentage of women is 29.9%.

STAFF TRAINING AND DEVELOPMENT

Employee training is one of the priorities of the Company's human resources and social policies. This area 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**
- **HR management procedure of Rosseti Kuban PJSC approved by Order No. 466-од dated 25 June 2024**
- **Regulations on Personnel Training at Rosseti Kuban PJSC approved by Order No. 681-од 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 employees trained at the Institute was 97% of the total number of trained employees of the Company.

Training of Rosseti Kuban personnel in 2022–2024

Indicator	2022	2023	2024	Δ 2024/2023 (%)
Number of employees who participated in off-the-job training programmes (man-courses) ¹ / ratio to average staffing number (%)	12,609/144	10,319/118	11,902/141	+15.3 / +23 p.p.
• including in occupational health and safety / ratio to average staffing number	6,657/76	5,526/62.3	8,417/99.4	+52.3 / +37.1 p.p.
• including employees trained at in-house training centres / ratio to the total number of employees who received off-the-job training	11,485/91	9,720/94	11,486/97	+18.2 / +3 p.p.
Number of production personnel who received off-the-job training (man-courses)	10,433	9,510	10,588	+11.3
• including hosted by the Institute	10,039	9,116	10,312	+13.1
Distribution of the employees who took part in off-the-job training programmes by category (managers, specialists, workers) (%)	Managers — 52.1% Specialists — 20.7% Workers — 27.2%	Managers — 43.0% Specialists — 16.2% Workers — 40.8%	Managers — 39.14% Specialists — 20.94% Workers — 39.92%	Managers — (−3.8) p.p. Specialists — +4.7 p.p. Workers — (−0.8) p.p.
Number of employees who participated in educational programmes delivered through distance learning (man-courses)	2,894	1,872	1,325	−29.2
Average number of training hours per employee by gender (man-courses)	Women — 40 Men — 75	Women — 36 Men — 84	Women — 32 Men — 69	Women — (−11.1) Men — (−17.9)

¹ Number of training courses taken by the employee during the year.