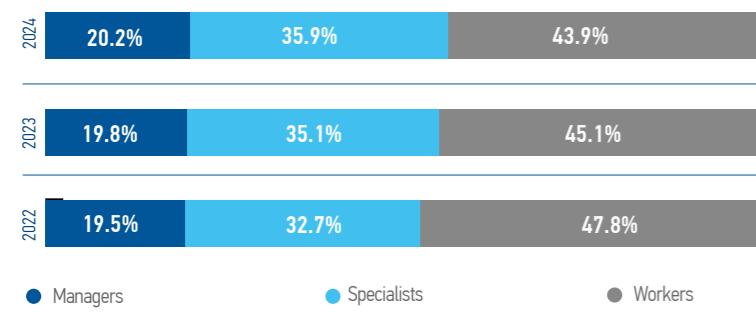
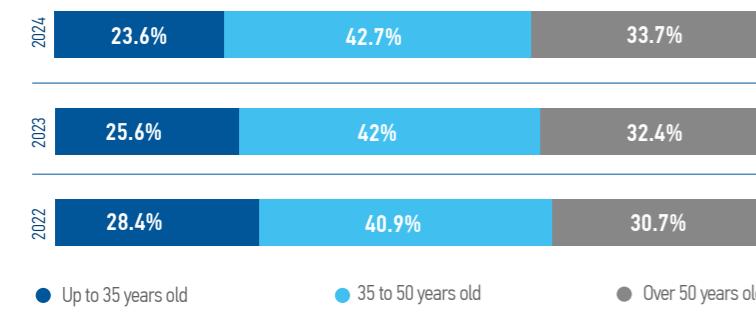
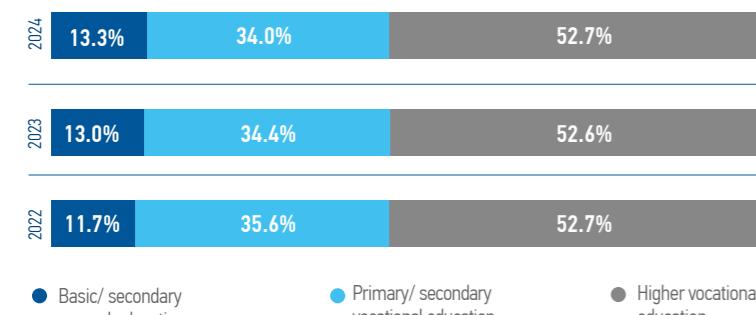


Personnel structure by category for 2022–2024 (%)


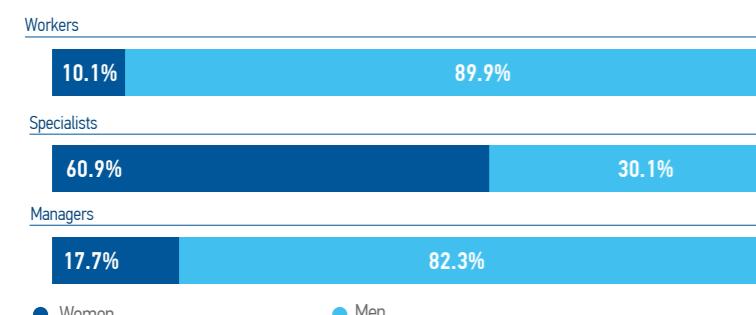
Over the last three years, the employee structure by personnel type has been relatively constant and is typical for power grid companies. The main share is made up of workers — 43.9%; managers — 20.2%, specialists — 35.9%.

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)

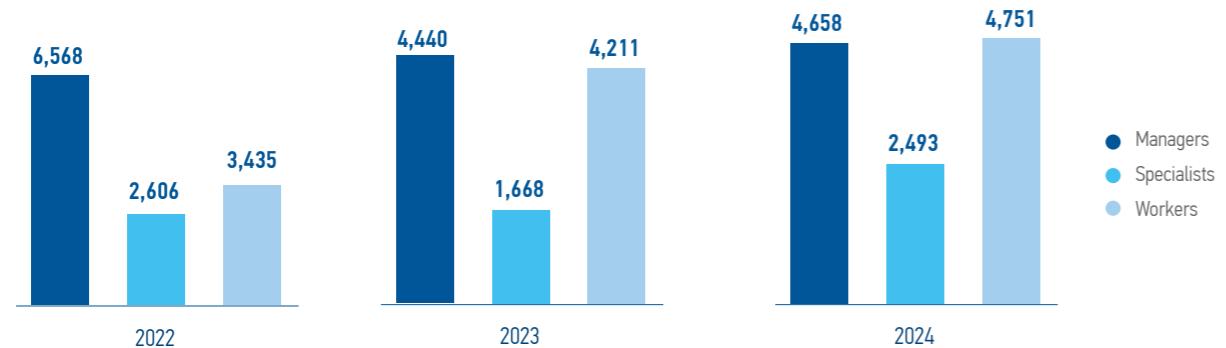
¹ Number of training courses taken by the employee during the year.

With the existing ratio of the off-the-job trainees in 2024 to the average headcount, the key indicator (30%) of the Company's human resources and social policy is achieved.

In 2024, there were fewer distance learning programmes given at the Institute. This occurred as a result of legislative reforms that mandated that personnel only receive face-to-face (theoretical and practical) training.

A significant share of the personnel falling under managers and workers 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.

Structure of personnel who participated in off-the-job training in 2022–2024 (by category) (people)



Company's training costs in 2022–2024 (RUB '000)

Indicator	2022	2023	2024	Δ 2024/2023 (%)
Total training costs	87,563	89,899	96,600	+7.5
Including:				
• by the Institute	76,681	80,678	88,510	+9.7
• by third-party educational institutions	10,881	9,221	8,090	-12.3

Every year, the Institute trains about 10,000 students in over 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 worldskills 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 was notified by the Ministry of Labour and Social Protection of the Russian Federation of its inclusion in the register of organisations providing educational services in the field of occupational safety and health. The programmes are based on modern innovative technologies using the latest teaching tools and methods. During the training period, students are provided with the necessary study materials, visual aids, handouts in the relevant areas of training.

Labour safety and fire safety remain the key areas of training (including under Government Decree No. 2464 dated 24 December 2021 and Order of the EMERCOM of Russia No. 806 dated 18 November 2021).

In order to qualitatively improve the level of professional competencies of the Company's managers and specialists engaged in innovation activities, together with the Ural Interregional Certification Centre, the Institute offered training under the advanced training programmes on Innovation Management System. Basic Requirements and Innovation Management System. Basic Requirements. Internal audit of the innovation management system in accordance with the requirements of GOST R ISO 19011-2021.

As part of updating Rosseti Group's digital transformation strategy for the period until 2030, 325 Company employees received training under the advanced training programme on Digitalisation of the Power Grid Sector.

In order to upgrade the qualifications of administrative and management personnel of electric power companies and provide them with special technical education, training course was given under the programme on Energy for Non-Energy Professionals. This course is designed to expand knowledge in the field of electric power engineering. The programme includes the study of technologies for the fundamentals of power grid company operations relevant for non-core specialists and managers.

To train specialists with advanced knowledge and skills in the field of organisation, management and sustainable functioning of land and property complex facilities, an additional professional programme (advanced training) on theory and practice of land and property relations and real estate management was put in place.

To study practicalities of the legal regulation of relations on the functioning of microgeneration facilities and to obtain clarifications on the basics of grid connection of microgeneration facilities, training was conducted under the programme of additional vocational education (advanced training) on grid connection of microgeneration facilities.

In order to ensure efficient and accident-free operation of the electric power system, the advanced training programme on operational and technological management in power grids was put in place. The training course provides trainees with the necessary knowledge and skills to successfully perform operational and technological tasks in power grids.

In 2024, the programme of additional vocational education (professional retraining) on electric power systems and grids was continued. This programme is based on a networking cooperation agreement jointly with Platov South Russian State Polytechnic University¹. 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.

The training programme on live work on overhead, cable power lines and switchgears of up to 1,000 V was completed by

14 PEOPLE

At the end of the training, Platov South Russian State Polytechnic University issues retraining certificates, granting the qualification of a 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 2024, the following additional vocational education (professional retraining) programmes were run to train members of the talent pools for technical positions:

- Service development and sale training school
- Dispatcher training school
- Site foreman of distribution power grids
- Labour safety and ensuring safety of production activities
- Professional trainer of safe behaviour at electric power companies (safety culture trainer)

In order to introduce live work standard operating procedures, the Institute offered training on the following programmes in 2024:

- Live work on overhead, cable power lines and switchgears up to 1,000 V (14 people completed the programme)
- Live work in electrical installations up to 1,000 V for engineering and technical workers (6 people completed the programme)

The following software is used in the Institute-based educational process:

- Asop-expert
- OlympOKS
- Dynamic computer simulator of a cabinet-type 6/0.4 kV substation
- Modus operational switching simulator

- TWR12 simulator complex on installation of 35 kV cable sealing box
- Prometheus distance education system
- Simulator for determining off-the-meter electricity consumption (Dipol Corporation)
- VR-simulator for building the commissioning skills for installation of Energomera metering systems
- DJI Flight Simulator — professional pilot training software based on DJI's advanced flight control technology to create the maximum extent realistic flight conditions

The labour season of the Company's student energy teams was organised. This season included a professional skills competition and a hackathon. The goal of the hackathon is to stimulate creative thinking of the younger generation and teamwork, as well as to find innovative approaches to problem solving. For three days, the participants were engaged in developing innovative projects for the maintenance and operation of distribution grids.

In addition, the students were trained in the additional educational programme for bridging participants of student teams of Rosseti Kuban PJSC, got a working trade of electrician for operation of metering devices and received their first entry in the future power engineers' employment book.

The All-Russian Scientific and Technical Conference was held in Divnomorskoye village (Gelendzhik), Krasnodar Krai, under the Company's leadership, to share advanced experience and knowledge in the energy sector. The theme of the conference is ways to improve reliability, efficiency and safety of energy production. The event was attended by heads of the technical and servicing units of Rosseti South PJSC and Rosseti Kuban PJSC, as well as managers and specialists of power equipment manufacturers (RiM JSC, Tavrida Elektrik YuSK JSC, MIRTEK TD LLC, Matrix, Bresler NPP LLC, NILED LLC, PC Elektrokoncept, Uncomtekh Engineering LLC, SVEL Group JSC, and others). The conference included scientific, practical, and pedagogical activities.

In addition to the Institute, the key providers of educational services are:

- Federal state budgetary educational institution Training and Methodological Cabinet of the Federal Service for Environmental, Technological and Nuclear Supervision
- State-owned educational institution of additional professional education Training and Methodological Centre for Civil Defence and Emergency Situations of the Krasnodar Krai
- SoftLine Education autonomous non-profit organisation of additional professional education
- EKRA Scientific and Educational Centre non-state educational institution of additional professional education

- Federal state autonomous educational institution of additional professional education St. Petersburg Power Engineering Institute for Advanced Training
- Federal state budgetary educational institution of higher education Kuban State University
- Limited Liability Company Corporate Electric Power University, etc.

In the reporting year, 326 employees of the Company (3.8% 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, 256 people (78.5%) successfully passed the professional examination and confirmed their professional qualification. In 2024, 1,460 people took part in business needs assessment in the comprehensive assessment of managers using the Assessment Centre method, assessment of professional competencies of specialists and managers, as well as psychodiagnostic assessment.

Indicators of evaluation procedures of Rosseti Kuban PJSC in 2022–2024 (people)

Indicator	2022	2023	2024	Δ 2024/2023 (%)
Number of personnel who underwent assessment procedures / Ratio to the average headcount of personnel	1,612	1,309	1,786	+36.4
Including:				
• assessment of competences (corporate and managerial), including recruitment, transfer to a new position, selection to the talent pool, etc.	1,200	1,037	1,460	+40.8
• independent assessment of qualification (in qualification assessment centres)	412	272	326	+19.9
Headcount of talent pools	325	421	349	-17.1
including:				
• management pool	239	307	349	+13.7
• youth pool	86	114	—	—
Share of leading positions filled by the talent pool (%)	62.16	68.47	84.30	+15.8 p.p.
Share of leading positions staffed by internal candidates, including from the talent pools (%)	53.80	51.70	22.00	-29.7 p.p.



In 2024, the Company's business assessment involved

1,786 PEOPLE