

HR Management

Corporate social responsibility principles

The main goal of the Company's HR policy is to develop human capital. This is achieved through

- Attracting labour resources
- Ensuring continuous training and development of personnel
- Improving the incentives policy
- Caring for employee health
- Ensuring social stability
- Creating a favourable working environment in work teams

The purpose of the HR policy is to build human capital and supply the Company with qualified employees in the appropriate numbers at a cost-effective rate. This is achieved by following a number of principles.

The principles of the HR Policy:

- Areas and priorities of the HR Policy shall ensure the implementation of the Company's strategic goals
- Attraction and retention of personnel
- Systematic training and continuous development of personnel
- Creation of conditions for the employees' personal growth
- Performance pay, stimulating the achievement of the Company's strategic goals

The Company advocates for personal freedom and human rights and excludes any form of discrimination in a workplace. When it comes to respecting human rights, the Company focuses on occupational safety, wages and prohibition of slave labour and child labour.

One of the Company's primary goals is to protect the lives and health of its employees. Ensuring safe working conditions in the workplace and at railway transport facilities and preserving the lives and health of employees are the priorities of the HR Policy.

JSC FPC welcomes equal opportunities for all. In accordance with the current legislation, the Company provides equal opportunities for employment, career development, advanced training, and wages to all employees regardless of their religious commitments, sex, age, orientation, marital status, national origin, etc.

The Company pays special attention to gender equality, in particular the availability of new trades for women. Equal pay conditions are ensured for both women and men. Any managerial decisions related to hiring, training and career development are based on the skills and the necessary stack of competencies of a candidate or employee.

Employee satisfaction and social security have a direct impact on the competitiveness and quality of services provided. With this in mind, the Company annually conducts staff surveys and studies, covering thousands of employees. JSC FPC provides decent conditions for employees, including competitive salaries and an extended benefits package (voluntary health insurance, corporate loan programmes, pension plans, health resort recuperation, etc.).

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The Company has a primary trade union organisation, Rosprofzhel. It covers 53,565 people (95% of the actual headcount of the Company). The Collective Bargaining Agreement of JSC FPC for 2023–2025 is also in force and applies to all employees.

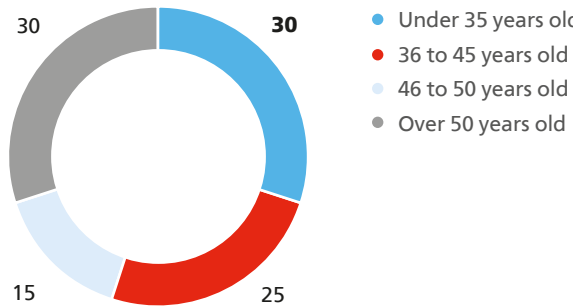
Personnel structure

56,876
people

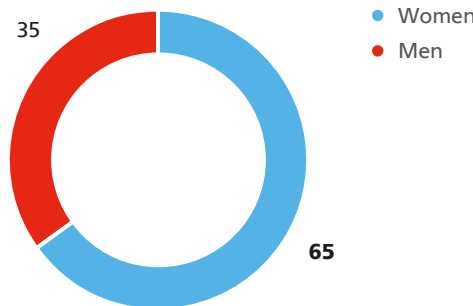
headcount as of
31 December 2024
+3.4% vs. 2023,
+4.2% vs. 2022

63%
of employees are directly
involved in passenger handling

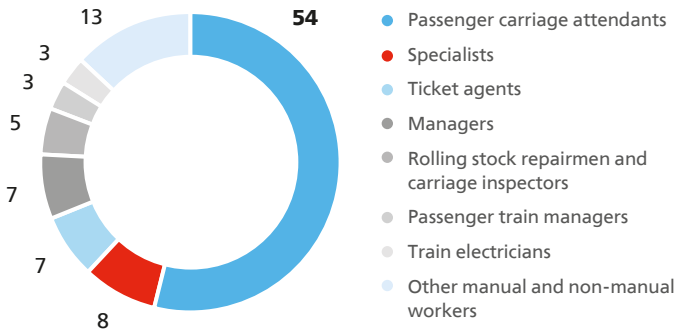
Personnel structure by age, %



Personnel structure by gender, %

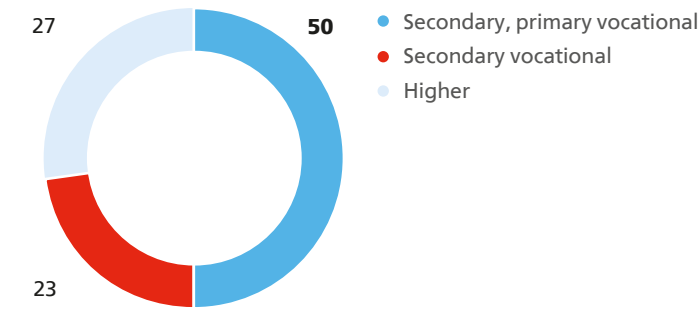


Personnel by position/trade, %



The Company maintains the right balance between young talent and more experienced employees. The average age of JSC FPC's employees is 42 years.

Personnel structure by education level, %



Staff recruitment

Personnel appraisal is an integral part of the Company's HR management system. It is aimed at ensuring the efficiency of JSC FPC's current operations and achieving its strategic goals. By making sound management decisions, the Company builds a highly qualified and motivated workforce and develops corporate culture. The assessment is based on the approved model of corporate competences. When it comes to handling work-related activities, they demonstrate the knowledge, abilities, and personal and professional traits that an employee should possess.



JSC FPC employs 543 employees with disabilities (1% of the headcount). According to their particular rehabilitation regimens, such employees did not require any extra workplace setup. Employees with disabilities are provided with benefits in accordance with the requirements of Russian legislation, the Collective Bargaining Agreement and by-laws of JSC FPC.

Automated systems evaluate competencies using cutting-edge, scientifically based psychometric methods. They involve customised solutions for different job levels and machine learning technologies to improve the validity and practicality of the assessment results. In 2024, about 21,000 employees underwent the assessment of corporate competencies, 91% of them being customer-facing employees.

Personnel training and development

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Training system indicators

Indicator	2019	2020	2021	2022	2023	2024
Total employees trained, people	17,601	14,327	16,651	17,728	21,132 ¹	18,444 ²
Share of employees trained at JSC FPC's Personnel Development Centre, %	62.4	58.0	61.0	60.0	51.0	55.0
Budget, RUB million	196.6	112.8	134.2	164.2	204.173	232.087

>18,000

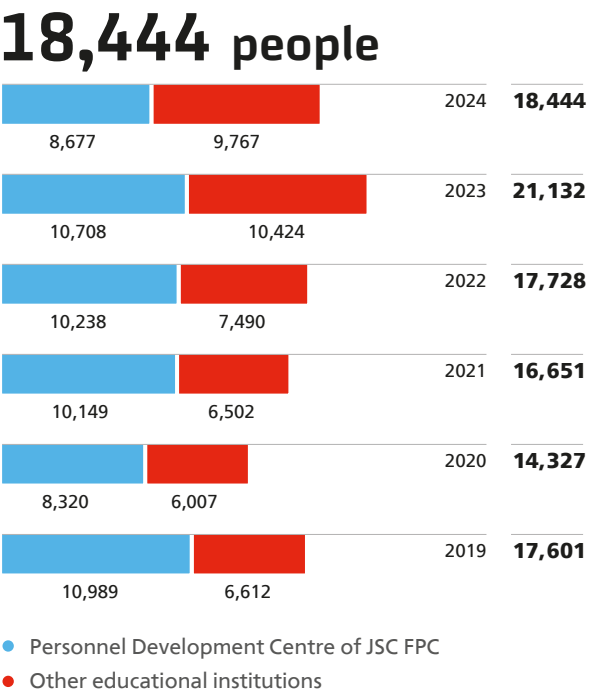
employees received training in 2024

39% of total headcount

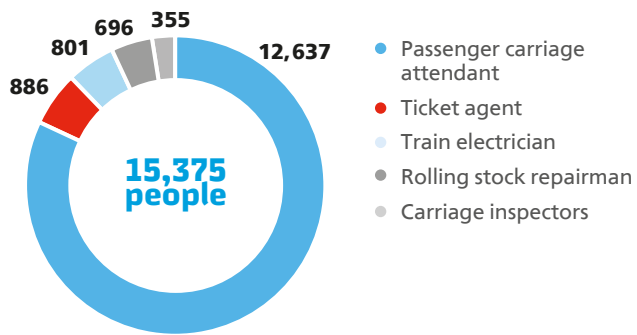
The Company's branches have an ever-growing requirement for training. Over 7,000 people were trained in general blue- and white collar trades, and over 11,000 people completed upskilling courses in the reporting period. The Personnel Development Centre of JSC FPC is the main platform for training in general trades.



Training broken down by training centre, people



Professional training of employees of general trades (initial training and advanced training), people



¹ With occupational health and safety training. 4,500 people were trained (costs totalled RUB 40 million).
² Without occupational safety training, as over 12,000 people were trained in 2024; taking into account the frequency of occupational safety training for permanent staff (costs amounted to RUB 38.425 million).

On 31 July 2024

45.5 new full-time equivalents¹ (FTEs) were added to the staff schedules of JSC FPC's branches to train attendants at its in-house facility:

37 FTEs of I category teachers

8.5 FTEs of I category engineers

For 2025

4,500 people

were approved for the training of passenger carriage attendants on the basis of the Centre's licensed offices, which is twice as much as the number of people trained in 2024

Employees of main general trades of JSC FPC ensure the safety of passenger transportation and place high demands on the level of personnel competence. Training employees in the main general trades is the primary focus of training.

The Company has the progressive training plan for train crews, which is based on the unified practice-oriented approach to assessing the level

of professional knowledge with gradual transfer of training to the licensed Personnel Development Centre of JSC FPC. In the first 12 months of 2024, 355 people from the succession pool were trained for the position of passenger train manager at JSC FPC's training facility. Personnel training at the Company's own training facility in line with the Company's unified training programmes and regulatory documents allowed us to make the training process as practice-oriented and close to the requirements of production processes as possible.

- In order to develop the educational environment of JSC FPC, the Company put in place:
- Regulations on the Pedagogical Forum of JSC FPC (defines the goals, objectives of the event, key points of organisation and format of the event)
 - Procedure for holding the teaching skills competition – “FPC Teacher of the Year” (defines the procedure for holding the competition)

The final stage of the teaching skills competition will be held during the Pedagogical Forum.

The Pedagogical Forum and the teaching skills competition are interrelated events aimed at developing the Company's unified educational space and building up the teaching talent pool. The events are held every two years.

In order to determine the level of competency of the working staff, passenger carriage attendants were subject to an assessment of the professional competencies between 1 September 2023 and 1 May 2024.

JSC FPC has 27,551 attendants, 19,925 of them (or 72% of the total number) passed the assessment. In general, the professional competency among passenger carriage attendants was at the PRO level, which means that the employees are capable of solving routine tasks and have the potential to solve unconventional tasks.

The best rating results (Mentor, Pro levels) are among employees of the North-Western, Gorkovsky, and West Siberian branches. Seven attendants showed the best rating possible, receiving the highest score for each of the competences (Mentor level). These are three attendants of the East Siberian Branch (Chita and Krasnoyarsk carriage stations), two attendant of the North-Western Branch (St. Petersburg–Moscow carriage station), and two attendants of the North Caucasus Branch (Adler carriage station).

Based on the assessment results, competence development matrices for passenger carriage attendant of 3 and 4 category were drawn up. The assessment results allow the Company to effectively carry out activities aimed at developing the desired personnel competences.

In 2024, 128 staff members received training in catering services and implementation of the catering concept. In addition, in the reporting year, 20 waiters and managers underwent a new training programme for the passenger catering directorates of JSC FPC's branches. The training involved hands-on lessons on working with cash register equipment and accompanying documentation, as well as a workshop on how to handle equipment in dining carriages and bistro carriages, and the training was held at the Nikolayevka passenger carriage depot of the Moscow Branch. The training was led by instructors from the Personnel Development Centre, with seasoned staff members of the Moscow directorate of catering participating in the experience-sharing sessions. A lecture on workplace hygiene was given by a representative of Federal Service for Surveillance on Consumer Rights Protection and Human Well-Being (Rospotrebnadzor).

In 2024, JSC FPC developed 22 training programmes, including seven accelerated vocational training programmes for OJSC Russian Railways and JSC FPC with some training given in a distance format for such trades as passenger carriage attendant of 3 category, passenger carriage attendant of 3–4 category and passenger carriage attendant of 4 category and train electrician of 5–7 category. In addition, in the reporting year, OJSC Russian Railways developed and approved a standard programme for the trade of passenger carriage attendant of 3 category for schoolchildren who have basic general education and reached the age of 16.

In addition, the Company prepared and submitted to OJSC Russian Railways draft training programmes for such trades as carriage inspector/repairman of 4–7 categories among rolling stock repairman, passenger carriage attendant of 4 category, as well as a professional development programme for heads of passenger carriage depots / carriage stations and employees included in the talent pool.

In 2024, 10 advanced training programmes were developed and approved, including two programmes on catering on long-distance trains for managers, waiters and cooks in bistro and dining carriages of JSC FPC's trains. In addition, based on the regulations for train crews' actions in abnormal situations when in transit, JSC FPC created a special training course on safety in emergency and emergency situations, which will be included in the training and advanced training programmes for these employees.

Work continues in the distance learning system. In 2024, 24 e-courses were designed and updated for two training programmes, five professional development programmes and 17 open e-courses. In addition to these, five more e-courses were prepared and updated: for a tail car attendant, first aid to victims, a video on the train crew actions in abnormal situations, and two e-courses for training occupational safety managers and specialists. A total of 2,986 Company employees received advanced training via the distance learning system.

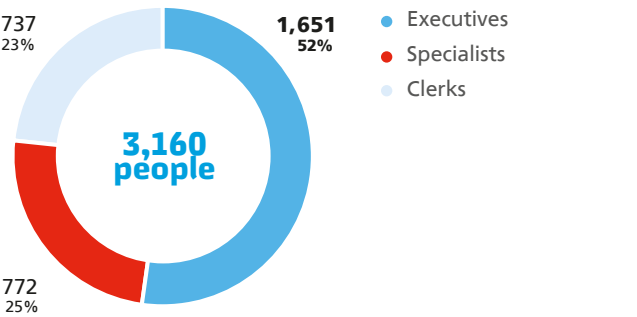
In helping frontline staff members improve corporate skills, the focus is placed on enhancing client communications. Special attention is paid to servicing organised groups of children, customer-oriented service, prevention of emotional burnout and stress, and interaction with passengers in abnormal situations. Psychologists of the structural divisions of JSC FPC's branches held around 7,000 workshops in 2023, with a total number of over 80,000 participants. The training included practical assignments and case studies.

Advanced training

In 2024, 2,092 employees of the Company were covered by mandatory vocational and management training for managers and specialists. The plan for the training of managers and specialists in 2024 was fulfilled by 120%.

RUB 232.087 million were JSC FPC's expenses on personnel training and related payments.

Personnel training in 2024 by position level, people



Targeted staff training

The Company takes an active part in helping young people figure out their professional path during their higher education. For the purpose of recruitment, JSC FPC signed cooperation agreements with nine speciality railway universities in 2024 to work together on targeted training.

Key measures within the signed agreements:

- Organisation of joint career guidance activities aimed at attracting students
- Education
- Work experience internship
- Formation of year-round student squads
- Employment in the Company, etc.

To implement the above measures, the Company's branches together with higher education institutions established interaction plans.

Over 200 company-sponsored students are enrolled in intramural and extramural higher education programmes. The main specialty occupations include rolling stock of railways (major in passenger carriages), railway operation (major in railway passenger service system, transport business and logistics).

In September 2024, the Russian University of Transport (MIIT) opened a study group of 13 students in the speciality occupation of rolling stock of railways (major

in technology of production and repair of rolling stock) with personalised schedule, where applicants can combine work and study.

Vocational guidance

In 2024, extensive campaigning work was carried out among all students of the Russian University of Transport (MIIT): JSC FPC actively participated in job fairs as an employer and organised meetings with students. The Company's branches were running recruiting drives throughout Russia. Employees of HR departments took part in 107 all-Russian job fairs, including university job fairs.

To attract, popularise and promote JSC FPC among high-potential young employees, schedules are approved annually for managers to hold open lessons at railway transport educational organisations, hub schools of OJSC Russian Railways and Children's Railways of OJSC Russian Railways. In 2024, 160 open lessons were held in educational institutions by the managers of JSC FPC, branches and structural divisions, involving over 2,600 students.

Every year, the Company holds a career guidance event for schoolchildren called FPC Shkolnik timed to coincide with 1 September. The event aims to increase interest in JSC FPC's trades among children as well as to improve the Company's reputation among the younger generation. In 2024, the event was held at the Personnel Development Centre, as well as at all branches of JSC FPC, involving 980 schoolchildren across Russia.



Youth policy

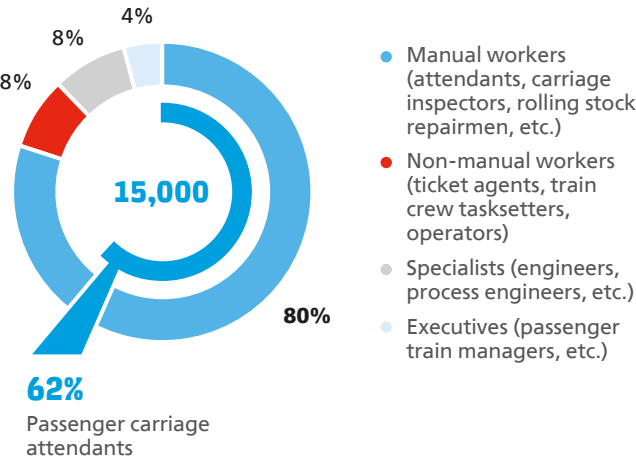
Over 15,000 employees, or 29% of the Company's total headcount, are aged 35 and under. Young managers make up 17% of all managers. The fact that one in three

of JSC FPC's employees are young highlights how crucial it is that the Company's youth policy be implemented effectively.

The young employees of JSC FPC, who have the necessary professional and corporate competencies, are change agents, promoters of modern corporate culture and values, involved as much as possible in solving the Company's current tasks and systematic innovative development.

Youth of JSC FPC Targeted Programme (2021–2025)

The youth of JSC FPC are presented by:



The main tasks and domains for the development of the Company's Youth Policy are defined by the Youth of JSC FPC (2021–2025) Targeted Programme. For its implementation, the Company has 72 youth councils. The programme's activities involve at least 75% of young employees each year and address the following issues:

- Onboarding and retention of young people in the Company
- Stimulation of scientific and technical creativity, innovation and scientific activities of young people
- Improvement of motivation mechanisms for young managers and employees
- Assistance in personal and professional development of young employees with knowledge and skills tailored to JSC FPC's needs, as well as career growth of young people
- Establishment of positive values, maintenance of generational continuity, and strengthening of the image of the workplace among young people



While working with youth, it is important to always be refining techniques used and creating new digital tools that not only solve priority business tasks but also address primary needs of young people.

Youth of JSC FPC Targeted Programme (2021–2025)

JSC FPC's youth policy activities for 2024:

>30
mandatory network-wide events

>300
events and projects conducted during the year

>12,000
young employees are covered by programme activities

Six areas of youth work

1. Youth adaptation system

- The procedure for adaptation of young employees of JSC FPC was updated
- Single adaptation days
- Adaptation courses in the distance learning system were updated

2. Corporate volunteering and healthy lifestyle

- YouMevolunteerFPC volunteer project competition
- Winning the Conductors of Good Deeds grant competition
- Networking and local actions, races and events throughout the year

3. Addressing corporate challenges

- Winning the New Link youth project competition
- 2 victories in the Youth in Action project

4. Comprehensive youth development

- Hi-Po talent pool 2024
- A series of events on career and personal development
- XI Youth Meeting of JSC FPC
- Work with young specialists

5. Comprehensive youth co-operation

- Rosmolodezh grant competitions and forums
- Youth meeting and the Russian Railways Volunteer Forum
- All-Russian competition My Russia is My Country

6. Working with youth involvement

- Social networks FPC.TUT in Vkontakte and Telegram
- Leaders of Change competition among youth councils of business units of FPC's branches
- Meetings with management

Annual cycle of FPC's youth policy for 2024

Onboarding	Engagement	Young professionals
January-December Hi-Po talent pool	February XX All-Russian Contest of Youth Projects – My Russia is My Country	March New Link project competition
	April Survey of young employees of JSC FPC	
June-August Youth for Youth summer marathon	May Youth for Youth creative contest	April-September YouMevolunteerFPC volunteer project competition
September-November Single adaptation days at FPC branches	October XI Youth Meeting of JSC FPC	December Career Route marathon on career opportunities for FPC's general trades



Key projects of 2024

1. Development a system for onboarding and retaining young people in the Company

- The onboarding procedure for young employees of JSC FPC was updated, including the development of a quick reference card (Young Employee Navigator) to be given to young employees and participants of ARPO RSS during employment.
- 18 onboarding courses for the management office and branches of JSC FPC were updated, taking into account the general established form and regional specifics.
- Across the Company, 83 Onboarding Days were held, attended by 3,881 people, which is 76% of the total number of young employees hired in 2024.

2. Higher engagement of the youth

- The FPC.TUT channels on VKontakte and Telegram have over 9,000 subscribers These online youth communities raise awareness of the Company's key events and motivate subscribers to participate in networking, holding-wide and federal events.
- The XIV Youth Meeting of JSC FPC was organised with the participation of 150 young employees and 10 managers of JSC FPC's branches and their structural divisions, as well as the Company's senior management, including General Director, Vladimir Pyastolov. The programme included team-building activities, master classes and lectures by external experts, open dialogue with management, and speeches by the Company's top managers. JSC FPC's 2039 visioning was at the centre the Meeting. Young employees together with their managers worked out the Company's development roadmap for the next 15 years. During the ceremonial part of the event, JSC FPC and the parent company presented awards to active young employees who made a significant contribution to the Company's development and to winners of corporate competitions.
- As part of the youth policy transformation, JSC FPC's Youth Council Regulations were updated as to the approval of the procedure for forming youth councils, their motivation system and functionality, and the development of guidance materials for organising and holding annual youth meetings in JSC FPC's branches, on the basis of which eight meetings were held in 2024.
- The Leaders of Change competition was held among 72 youth councils of JSC FPC. Ten runners-up of the competition presented their 2024 reports at

- the XIV Youth Meeting of JSC FPC. The winner and holder of the Leaders of Change cup in 2024 was the youth council of the carriage station of the Penza Kuibyshevsky Branch of JSC FPC.
- Seven thousand people, or 42% of the total number of young people, participated in a sociological survey of JSC FPC's young employees. The survey revealed the most motivating and demotivating factors for young people in their work, the best formats of interaction, the top 10 interests and hobbies of young people, formed a portrait of a young employee, and developed recommendations to improve the level of awareness of young people.
 - During the summer passenger transport period, a seven-week online marathon titled "Youth in Transit" was held, involving over 1,000 employees. The sociological survey results regarding the interests and pastimes of the Company's young people served as the basis for the marathon.
 - According to the results of the annual unified survey of the Company's personnel engagement, the youth engagement rate rose by 2 p.p. and totalled 57%.

3. Maintenance of conditions for continuous and holistic development of young people

- In order to provide career opportunities for young people, a series of Career Express events were put in place (total coverage – over 2,000 people), involving:
 - High-potential employees (in 2024, the Hi-Po pool include over 40 young employees of all job categories). The Hi-Po development programme included individual development plans, master classes led by experts from JSC FPC, the parent company and the external experts on the topics of Manage Yourself, Manage the Team and Manage the Project, as well as the transfer of managerial experience and skills from the heads of structural divisions. Nineteen graduates who successfully completed the development programme were suggested for special consideration for open positions within the Company. The efficiency rate of the pool was 44% (18 career moves over 2024)
 - Manage Your Career webinar on opportunities for personal and career development of young people
 - Career Route Marathon in Telegram messenger dedicated to career development trajectories for workers and employees of the Company, as well as sharing success stories of heads of structural subdivisions of branches. Each week was dedicated to one of the general trades (passenger carriage attendant, train electrician, ticket agent and rolling stock repairman).

- In 2024, the Career Express project won the 2nd Russian Railways HR Management Award.
- To unlock the creative potential, the Youth for Youth contest was held to design symbols for the Company's youth policy and the XIV Youth Meeting of JSC FPC.

4. Development of corporate volunteering, promotion of healthy lifestyle and sports

Volunteer movement of JSC FPC involves:

>2,000
active volunteers

>250
regional volunteer projects since 2018

Every year, the Company's volunteers take part in corporate, holding-wise, all-Russian and international projects, win competitions and participate in major volunteer events, as well as implement their own projects to develop the regions where the Company operates.

- In 2024, volunteers of JSC FPC:
- Traditionally helped the sponsored orphanages and boarding schools
 - Organised environmental campaigns for urban landscaping
 - Participated in projects of volunteer, donor, social and governmental organisations in their regions
 - Organised congratulations on Victory Day, Railway Worker's Day, Senior Citizen's Day, Attendant's Day and other important holidays for the Company

- Promotion of volunteerism in 2024:
- Regulations on holding the YouMeVolunteerFPC volunteer project competition at JSC FPC were updated. Out of 61 socially significant projects announced, 23 project were implemented by volunteer teams.
 - 14 volunteer units of JSC FPC were formed and registered on the Dobro.rf platform.
 - Agreement was signed with the Pochet Charitable Foundation, which enabled the Company's volunteers to participate in network-wide and road events of the parent company, including the Attendants of Good Deeds social grant competition and the 25+ Good Deeds with the Pochet Foundation project. As a result, the Company had two victories and received over RUB 600,000 for volunteer projects by employees of the Northern-West, Kuibyshev and Volga branches.
 - Volunteer Incentive Regulations of JSC FPC were updated, under which the most active volunteers will be awarded gold, silver and bronze badges annually in three areas (Active Participation in Volunteer Activities, Popularisation of the Volunteer Movement and Major Volunteer Project).

5. Involvement of young people in resolving corporate (strategic) tasks, including innovative and scientific activities

Since 2010, the Company's young people have traditionally participated and won youth contests and projects held the parent company and aimed at solving production tasks.

- Systemic efforts were made to popularise the New Link competition of innovative projects and to help participants to prepare for this competition. In 2024, 58 projects were submitted to the competition. The winner in the Passenger Service System category was the team from the management office of JSC FPC with the project on the digital distributed control system for pre-trip preparation of passenger trains.
- The Youth in Action project is aimed at implementing youth initiatives that touch on aspects of operation activities. As part of this project, employees of the East Siberian and Moscow branches of JSC FPC had two victories and won the Made by Youth Award in the categories of comfortable working environment and meeting production challenges.

6. Development of intra-holding, inter-industry and international youth cooperation

- Creating strong horizontal ties between young employees is the key to the efficient and uninterrupted work of the Company. In 2024, young employees of JSC FPC took part in the following events:
- XVI anniversary of the parent company's Youth Meeting, which brought together over 1,000 participants, including young industrial leaders of the country and foreign partners
 - Anniversary V Volunteer Forum of the Parent Company attended by over 400 best volunteers of the Holding
 - XXI All-Russian Contest of Youth Projects – “My Russia is My Country”. An employee of the North-Western branch of JSC FPC won the second degree prize in the Railway Transport. My Country's Routes of Communication category
 - World Youth Festival in Sochi attended by 20,000 people from 190 countries
 - All-Russian Forum of Working Youth in Murmansk, which brought together 300 workers and specialists from the main production sectors
 - Over 1,000 railway events by OJSC Russian Railways, Rosmolodezh, ANO Russia – Land of Opportunities and other external organisers

Building student train attendant squads

The Company has been cooperating with Youth All-Russian Public Organisation “Russian Student Squads” (ARPO RSS) for many years. In 2024, over 8,000 participants of student attendant squads worked during peak passenger traffic. Most of the students (about 93%) worked as attendants during the summer period.

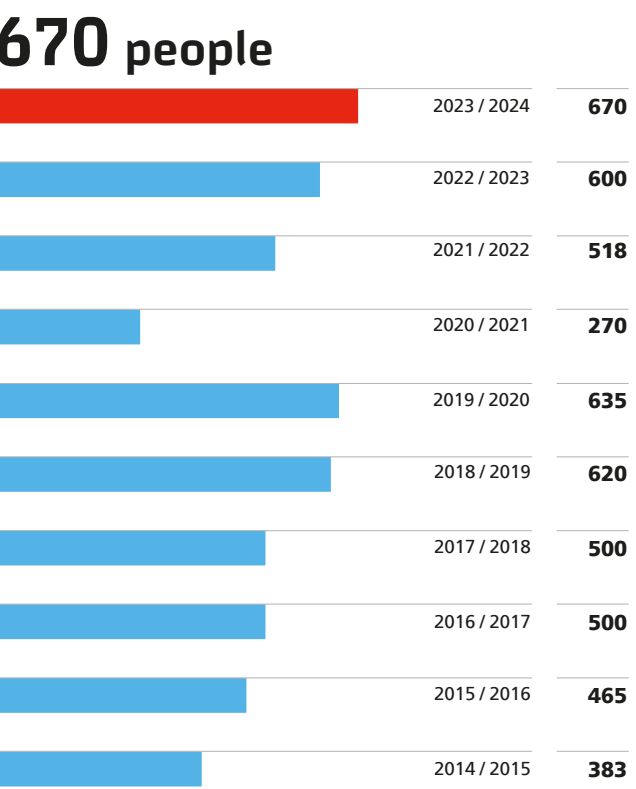
Key liaison arrangements with ARPO RSS in 2024:

- Participation of JSC FPC management in meetings of the Organising Committee chaired by Deputy Prime Minister of the Russian Federation, Tanyana Golikova, as part of the anniversary year of ARPO RSS
- JSC FPC participated in the opening ceremony of the “Labour is Cool” career forum in honour of the RSS Day
- Approval of the updated handbook for a student attendant squad member and its placement in the distance learning system of OJSC Russian Railways
- Participation of RSS members in the professional skills competition of JSC FPC's passenger carriage attendants. The students shared first place with the North-Western branch of JSC FPC
- Formation of the talent pool of JSC FPC's branches from among the members of student attendant squads, which included 217 RSS members (+93 people year-on-year)
- Organisation of a large-scale campaign titled “The train that unites the country – the longest train drawn on asphalt”, together with ARPO RSS and under the sponsorship of VTB Bank (PJSC) on Railway Worker's Day at 33 railway stations in Russia
- Awarding of 973 students (+27% year-on-year) with the badge of the Trouper of the Labour Semester in JSC FPC of the II and III degrees
- The results of the “Best Structural Division of a Branch of JSC FPC in Organising Work with Student Attendant Squads” competition were summed up
- Participation of JSC FPC's management in the All-Russian meeting of student squads at the State Kremlin Palace

On 18 November 2024, a service agreement was concluded with ARPO RSS to form year-round student attendant squads to service four trains of JSC FPC.

In 2024, the structural subdivisions of JSC FPC's branches employed 143 participants of ARPO RSS to work as passenger carriage attendants in year-round student squads.

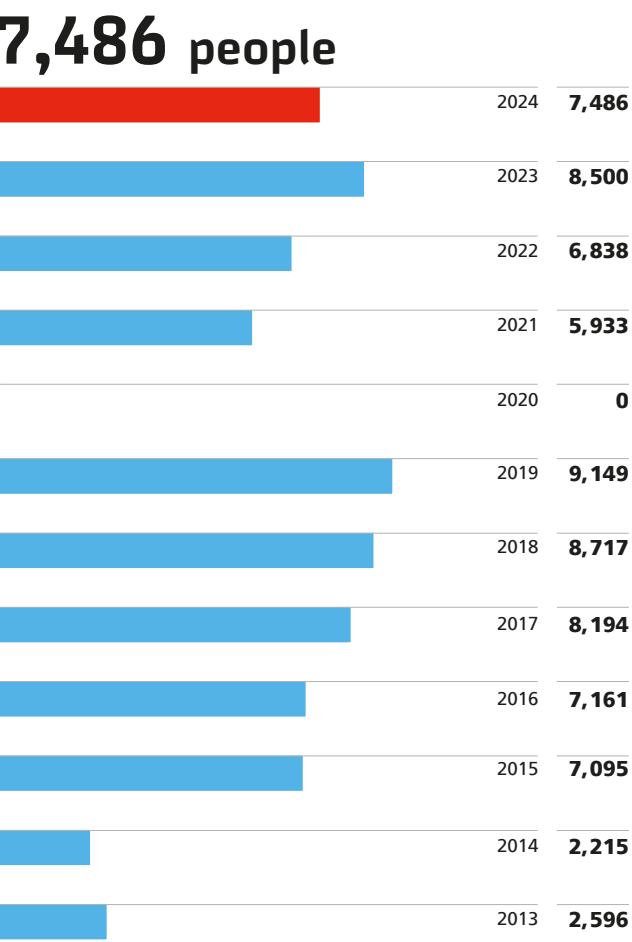
Number of members of student attendant squads involved in winter passenger service, people



Since 2018, JSC FPC has been conducting an annual survey of students' satisfaction with their work at the Company¹. The survey identifies strengths and growth areas to make prompt decisions to improve the student experience.

In 2024, 4,924 students expressed their opinion (+416 year-on-year), or 65% of the actual headcount. The majority of respondents (89%) are members of the Omsk regional branch of ARPO RSS, 47% previously

Number of members of student attendant squads involved in summer passenger service, people



worked for the Company as attendants. The overall level of student satisfaction with working at JSC FPC was 83% (+5% year-on-year).

¹ With the exception of 2020 during the pandemic.