

# Appendix 3. People Empowerment section

GRI 2-7   GRI 401-1   GRI 401-3   GRI 405-1   GRI 405-2

Total employees by type of employment contract and gender

2021						2022						2023					
Permanent		Fixed-term		Temporary replacement		Permanent		Fixed-term		Temporary replacement		Permanent		Fixed-term		Temporary replacement	
F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M
1,083	3,190	37	104	34	14	1,227	3,584	25	48	42	11	1,263	3,798	23	39	22	7

Total employees by type of employment and gender

2021				2022				2023			
Full-time		Part-time		Full-time		Part-time		Full-time		Part-time	
F	M	F	M	F	M	F	M	F	M	F	M
1,122	3,282	32	26	1,269	3,619	25	24	1,271	3,823	37	21

## Percentage of total part-time employees, %

2021			2022			2023		
F	M	Total	F	M	Total	F	M	Total
3	1	1	2	1	1	3	1	1

## Total employees by region

Region	2021	2022	2023	Change, 2023/2022, %
Asia-Pacific	242	222	227	2
Latin America	102	107	134	25
Middle East, Turkey and Africa	97	103	136	32
Europe	424	343	340	-1
North America	114	71	65	-8
CIS	3,483	4,091	4,250	4
including Russia	3,463	4,064	4,221	4

## Staff structure by employee function

Category	As of December 31, 2021		As of December 31, 2022		As of December 31, 2023		Change, 2023/2022, p.p.
	people	%	people	%	people	%	
<b>Managers<sup>1</sup></b>	<b>763</b>	<b>17</b>	<b>817</b>	<b>17</b>	<b>835</b>	<b>16</b>	<b>0</b>
including:							
men	577	76	621	76	622	74	-2
women	186	24	196	24	213	26	2
including:							
under 30	47	6	66	8	65	8	0
30–50	624	82	667	82	685	82	0
over 50	92	12	84	10	85	10	0
<b>Technical specialists</b>	<b>2,213</b>	<b>50</b>	<b>2,564</b>	<b>52</b>	<b>2,698</b>	<b>52</b>	<b>0</b>
including:							
men	1,822	82	2,107	82	2,250	83	1
women	391	18	457	18	448	17	-1
including:							
under 30	710	32	922	36	940	35	-1
30–50	1,448	65	1,575	61	1,680	62	1
over 50	55	2	67	3	78	3	0
<b>Other specialists</b>	<b>1,486</b>	<b>33</b>	<b>1,556</b>	<b>32</b>	<b>1,619</b>	<b>31</b>	<b>0</b>
including:							
men	909	61	915	59	972	60	1
women	577	39	641	41	647	40	-1
including:							
under 30	122	8	382	25	356	22	-3
30–50	1,184	80	1,079	69	1,139	70	1
over 50	180	12	95	6	124	8	2

<sup>1</sup> Managers with at least one subordinate.

## Number of employees hired

Indicator	2021	2022	2023	Change, 2023/2022, %
Employees hired	1,039	1,445	944	-35

The number of employees hired in 2023 decreased by more than a third compared with 2022 due to a reduction in staff turnover and a corresponding decrease in the number of vacancies to fill.

## Number of employees hired by age group

Employee age	2021		2022		2023		Change, 2023/2022, %
	people	%	people	%	people	%	
Under 30	351	34	557	39	371	39	-33
30-40	496	48	648	45	407	43	-37
40-50	142	14	200	14	131	14	-36
50 and over	50	5	40	3	35	4	-13

## Number of employees hired by gender

Employee gender	2021		2022		2023		Change, 2023/2022, %
	people	%	people	%	people	%	
Men	762	73	1,075	74	721	76	-33
Women	277	27	370	26	223	24	-40

## Number of employees hired by region

Region	2021	2022	2023	Change, 2023/2022, %
Asia-Pacific	47	37	33	-11
Latin America	22	25	39	56
Middle East, Turkey and Africa	19	24	50	108
Europe	53	45	41	-9
North America	14	7	3	-57
CIS	884	1,307	778	-40
including Russia	875	1,291	769	-40

## Number of outgoing employees

Indicator	2021	2022	2023	Change, 2023/2022, %
Outgoing employees	826	1,101	770	-30

## Number of outgoing employees by age group

Employee age	2021		2022		2023		Change, 2023/2022, %
	people	%	people	%	people	%	
Under 30	275	33	356	32	265	34	-26
30–40	361	44	477	43	320	42	-33
40–50	145	18	204	19	142	18	-30
50 and over	45	5	64	6	43	6	-33

The number of outgoing employees in 2023 decreased due to the general trend of lower staff turnover.

## Number of outgoing employees by gender

Employee gender	2021		2022		2023		Change, 2023/2022, %
	people	%	people	%	people	%	
Men	521	63	812	74	521	68	-36
Women	305	37	289	26	249	32	-14

## Number of outgoing employees and staff turnover by region

Region	Total outgoing employees			Staff turnover, %			Change, 2023/2022, p.p.
	2021	2022	2023	2021	2022	2023	
Asia-Pacific	54	59	29	22	26	13	-13
Latin America	9	21	13	9	20	10	-10
Middle East, Turkey and Africa	12	20	19	13	19	15	-4
Europe	77	127	52	18	34	15	-19
North America	39	44	7	31	49	10	-39
CIS	635	830	650	20	22	16	-6
including Russia	629	821	644	19	22	16	-6
<b>Total</b>	<b>826</b>	<b>1,101</b>	<b>770</b>	<b>19</b>	<b>23</b>	<b>15</b>	<b>-8</b>

## Employees remaining with the Company after parental leave

Employee gender	2021		2022		2023		Change, 2023/2022, %
	people	%	people	%	people	%	
Women	28	72	38	76	42	68	11
Men	2	100	4	67	2	67	-50

## Return to work rate after parental leave, %

Employee gender	2021	2022	2023
Women	98	96	98
Men	100	100	100

## Employee retention rate, %

Employee gender	2021	2022	2023
Women	90	67	71
Men	50	38	50

## Ratio of remuneration<sup>1</sup> of women and men<sup>2</sup>, %

Indicator	2021	2022	2023
<b>Managers</b>			
Women's salary as a percentage of men's salary	96	95	95
Women's remuneration as a percentage of men's remuneration	98	95	95
<b>Technical specialists</b>			
Women's salary as a percentage of men's salary	97	98	96
Women's remuneration as a percentage of men's remuneration	97	98	95
<b>Other specialists</b>			
Women's salary as a percentage of men's salary	95	100	96
Women's remuneration as a percentage of men's remuneration	95	100	96

<sup>1</sup> Salary and benefits depending on category, length of service, etc.

<sup>2</sup> Data given for the Company's Moscow office.