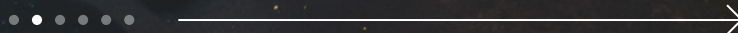




# TRADITIONS SHAPING → SUSTAINABLE DEVELOPMENT

Sustainable  
Development  
Report

• 2024





# About the report

GRI 2-1, 2-2, 2-3, 2-4, 2-5

## Report boundaries, frequency, and reporting period

This Sustainable Development Report 2024 (the “report”) draws on information available to Open Joint Stock Company Russian Railways (“Russian Railways”, the Company) and its subsidiaries as at the issue date. The report contains an overview of activities and performance results of Russian Railways for 2024 and major trends that may affect the Company’s future performance<sup>1</sup>. The report highlights the Company’s contribution to the country’s economic development, well-being of our employees and the general population, combating climate change and protecting the environment.

The Russian Railways Sustainable Development Report 2024 is the nineteenth annual report on the Company’s sustainable development activities (pre-2014 – corporate social responsibility reports).

The reporting period is from 1 January 2024 to 31 December 2024. The previous report was published in August 2024.

The report was prepared under the supervision of the Russian Railways Environment and Technosphere Safety Department.

## Focus of the report

Russian Railways is firmly committed to sustainable development. Care for people, environmental responsibility, and economic development are all our major priorities.

We designated 2024 as the Year of Railway Traditions, establishing seven key railway traditions:

- preserve continuity and respect achievements;
- pass on knowledge and experience;
- help others;
- compete and win;
- strengthen cultural, moral and ethical values;
- support families of our employees;
- care for health.

Our 2024 report slogan is “Traditions Shaping Sustainable Development”.

These traditions help our employees tackle professional challenges, share knowledge and experience, and recognise each person’s contribution to our collective success. They unite all Company employees, their families, and industry veterans, creating a sense of belonging to a unique community. Since these traditions have evolved through different generations’ efforts over decades, we understand how vital it is to preserve and develop them.

One of the year’s defining moments was celebrating the 50th anniversary of the Baikal–Amur Mainline (BAM), which continues playing a crucial role in our country’s development. The Mainline serves as a key link ensuring transport connectivity between the Far East and Siberia, supporting natural resource development and industrial growth, and strengthening international trade relations. During the reporting year, we organised celebratory events while implementing important construction projects. This report tells BAM’s story, exploring its environmental, social, and governance dimensions.

## Standards and recommendations

The report has been prepared with reference to the GRI Standards 2021 and in accordance with the disclosure requirements of the Sustainability Accounting Standards Board (SASB) for the railway industry.

It also discloses the Company’s contribution towards Russia’s national goals and the UN Sustainable Development Goals (the “SDGs”).

The report aligns with the Recommendations on Disclosure by Public Joint-Stock Companies of Non-Financial Information Pertaining to Their Activities (Annex to Information Letter of the Bank of Russia No. IN-06-28/49 dated 12 July 2021); Recommendations for the Board of Directors (Supervisory Board) of a Public Joint-Stock Company to Consider ESG Factors and Sustainable Development Issues (Information Letter of the Bank of Russia No. IN-06-28/96 dated 16 December 2021); Guidelines for Sustainability Reporting No. 764 dated 1 November 2023, as well Moscow Exchange’s Guide for Issuers.

## Material topics

The Company determined the report content using the applicable standards and guidelines in collaboration with its stakeholders. The procedure for determining material topics and the relevant list of material topics are set out in the Material Topics annex.

The report describes a general management approach to sustainable development (Sustainable Development Management section). Management approaches in key sustainability areas are presented in the respective subsections. The Managerial Aspect section gives an overview of general corporate governance matters.



Independent professional audit certification



The corporate website offers a wealth of information about the Company, including access to its internal regulations



The Company’s annual reports provide essential details about its operations



### 24 Sustainable management development

- 26 Management approach
- 34 Russian Railways’ contribution to achieving UN Sustainable Development Goals and implementing Russia’s national projects<sup>1</sup>
- 42 Stakeholder engagement



### 46 Environmental aspect

- 48 Environmental management
- 57 Climate action
- 67 Air protection
- 69 Waste management
- 73 Water resources
- 75 Eliminating pollution and restoring ecosystems: addressing accumulated environmental damage
- 76 Noise and vibration
- 77 Biodiversity conservation

### 146 Managerial aspect

- 148 Corporate governance
- 154 Risk management
- 158 Anti-corruption
- 168 Responsible company
- 170 Procurement management
- 176 Information security
- 178 Innovation-driven development and digital transformation
- 182 Material topics

## Content

### 2 About the report

- 2 Message from the Chief Executive Officer – Chairman of the Management Board of Russian Railways
- 4 50th anniversary of BAM
- 10 Devoted to traditions

### 12 About the Company

- 14 Company profile
- 16 Geography of operations
- 18 Business model
- 20 Sustainability metrics

### 80 Social aspect

- 82 Social and HR Policy
- 113 Health and safety
- 129 Customer relations
- 136 Local communities and charity



### 182 Annexes

- 183 List of material topics
- 184 Independently verified sustainability indicators
- 186 Independent auditor’s report
- 188 GRI content index
- 194 SASB content index
- 196 TCFD compliance
- 199 Alignment with Guidelines of the Russian Ministry of Economic Development
- 202 Annex to the Energy Efficiency section
- 208 Annex to the Social and HR Policy section
- 219 Annex to the Local Communities and Charity section
- 220 Contact Details

<sup>1</sup> Given the specific nature of certain indicator calculations or other considerations, some data reflect the Group as a whole. Where this occurs, the Report text clearly identifies which indicators apply to the Group. The Russian Railways Group means Open Joint Stock Company Russian Railways and its controlled entities.



# Message from the Chief Executive Officer – Chairman of the Management Board of Russian Railways

GRI 2-22



2024

## Dear partners and colleagues,

At Russian Railways, the year 2024 was marked by the 50th anniversary of the start of construction on the Baikal–Amur Mainline (BAM), as we focused on preserving railway traditions. These two topics are tightly linked together because the labour enthusiasm of BAM construction workers, their camaraderie, close-knit families which were started despite most challenging living conditions, and responsibility for Eastern Siberia’s unique nature – all of that was included in our corporate priorities and became an integral trait of true railway workers, professionals who value their heritage and look out into the future.

• •



## Strategic development – pivot towards sustainability

Despite external challenges, we were plowing ahead and working to implement Russia’s national projects in line with the Russian President’s Decree of 2018.

One of Russia’s strategic development objectives through 2024 – upgrading and expanding core infrastructure – was achieved within the scope of responsibilities assigned to Russian Railways.

We completed the second stage of the Baikal-Amur and Trans-Siberian Mainlines upgrade projects, ensuring the capacity of the Eastern Operating Domain at 180 mt annually. The carrying capacity of almost 146 mtpa was achieved across mainlines serving ports of the North-Western Basin.

The Company’s 2024 investment programme hit a record high of RUB 1.48 tn. We upgraded the existing and built a new core infrastructure, increased the throughput capacity and transport accessibility, created and introduced our own digital solutions and services. We launched new routes and developed tourist, high-speed, and suburban transportation, creating most comfortable conditions for all passenger categories.

In 2024, we adopted the first Sustainable Development Policy of the Russian Railways Group, which is a strategic benchmark emphasising our commitment to balanced and responsible business conduct for the sake of future generations.

• •

## Care for people – a major priority

Social support for employees and their families is a major railway tradition. In 2024, we did two rounds of salary indexation, not only honouring our commitments, but also strengthening social guarantees set forth in the Collective Bargaining Agreement.

We continued developing our corporate healthcare system and physical training and sports initiatives. In the reporting year, over 11,000 events were held as part of the target Healthy Lifestyle programme, reaching more than 2.6 million employees and their family members. Russian Railways supports young professionals and representatives of multigenerational railway families, and helps women unlock their career potential. For example, the number of women working as operators and assistant operators of rolling stock increased four times as compared to 2023.

Our efficient process safety management system helps us be consistent in ensuring adequate labour conditions and annually decrease occupational injury rates. Since the inception of Russian Railways, the general injury rate went down by 10 times, and the fatality rate – by 8 times. In 2024, we improved labour conditions for almost 47,000 workplaces, with the number of hazardous workplaces significantly reduced.

We were traditionally focused on social infrastructure, opening kindergartens and upgrading cultural, sports, and healthcare facilities in the regions of our operation.

## In the forefront of green solutions

The Company is doing a lot to protect the environment. Our Environmental Strategy updated in 2024 seeks to reduce the environmental footprint of Russian Railways’ operations, decrease carbon intensity, ensure sustainable use of natural resources, and enhance environmental safety. Through the implementation of the Environmental Strategy, we have achieved tangible results over the recent years.

The carbon intensity of the Company’s operations went down by 12% since 2019. This was mostly driven by a high degree of electrification of Russian Railways’ infrastructure, with more than 51% of the total operating length of railways electrified.

The Company cut its pollutant emissions from stationary sources by more than 30% since 2019.

A pillar of our Environmental Strategy is the sustainable use of water resources. In 2019–2024, Russian Railways reduced its water consumption by almost 24%, with wastewater discharges falling by 40%.

The environmental initiatives planned as part of construction and reconstruction of Baikal-Amur and Trans-Siberian Mainlines infrastructure facilities were implemented in full. Russian Railways initiated the adoption of a new environmental action plan for Lake Baikal’s natural territory for 2025–2032.

## Responsible governance – consistency and transparency

In 2024, Russian Railways’ Board of Directors strengthened its ESG focus by expanding the Strategic Planning Committee’s mandate to include sustainability matters.

Russian Railways received an ESG rating of A from RAEX as a recognition of its high maturity in managing environmental, social, and governance risks. The Agency notes with respect to environmental factors that the Company shows strong efficiency in mitigating risks associated with pollution and waste management, has a well-established practice of corporate social responsibility, cares for its employees and offers them competitive benefits. They also recognise an improvement in occupational injury rates.

Let me extend my gratitude to all the colleagues for their efforts, partners for their trust, and veterans for having created a solid foundation for our success. Together we will follow the track of sustainability, proud of our past and confident about our future.

Chief Executive Officer – Chairman of the Russian Railways Management Board





# Green approach to BAM reconstruction



## Baikal will remain clean

The BAM is being reconstructed under stringent environmental monitoring and in compliance with all environmental regulations.

# > 8,300

environmental studies conducted in 2024

✓ 2020

### Baikal protected by Russian Railways

As ordered by the Russian President Vladimir Putin, Russian Railways signed Plans of Joint Environmental Efforts in construction and reconstruction of infrastructure facilities necessary to increase the capacity of the BAM and Trans-Siberian Mainline through 2024.

The documents provided for 54 initiatives in the Irkutsk Region, 59 in the Republic of Buryatia, and 48 according to the plan jointly with the Russian Ministry of Natural Resources and Environment.

...



✓ 2024

### Delivered in full

Russian Railways delivered in full on all the environmental initiatives planned for 2020–2024 in the Central Zone of Lake Baikal's natural territory in the Irkutsk Region and the Republic of Buryatia.

...



✓ 2025

### Baikal will remain clean

In 2025, Russian Railways and the Russian Ministry of Natural Resources and Environment approved a new environmental action plan for Lake Baikal's natural territory for 2025–2032. The plan provides for 56 initiatives across seven workstreams, with 19 of them to be annual.

The workstreams include: cooperation with executive authorities, public and research entities, raising environmental awareness, monitoring, waste management, protection of air, water resources, flora and fauna, and ensuring fire safety.

...



## What we do:



### Conduct environmental monitoring 01

One of the key achievements is the creation of an ongoing environmental monitoring system at the BAM construction and reconstruction facilities in the Central Zone of Lake Baikal's natural territory. We monitor the condition of soil, water, and air.

The BAM has two stationary laboratories, one stationary automated control station (in Nizhneangarsk) and three motor-vehicle environmental laboratories. The research shows that there is no pollutants in excess of maximum permissible concentrations.

#### Industrial environmental laboratory of the Eastern Siberian Railway's Environmental Protection Centre:

We monitor the condition of soil, water, and air.

For example, to monitor air at the BAM construction and reconstruction facilities, in 2021 we bought a mobile automated control station using truck chassis. It is equipped with gas analysers, a dust meter and a meteorological station, which enable us to assess weather conditions, concentration of pollutants in the air, and a number of other characteristics. The information is fed to Russian Railways' server in the real-time mode and used in the industrial environmental monitoring system.



### Creating a new specially protected area 02

A landmark event for us was granting the status of a specially protected area to the Talovskoye lake and wetland ecosystem, a regional natural monument. Russian Railways extended financial support to the research done in 2023, and in 2024 the ecosystem received the status of a specially protected area.

#### Environmental Volunteers Association:

The Talovskoye lake and wetland ecosystem is renowned for its biological diversity, with 25 species of birds listed in the Red Books of Russia and the Irkutsk Region living there. It is also a spot for migrant birds, as it has perfect conditions for their rest and feeding.



### Reforesting 03

In 2024, while logging 6.9 ha, we planted 41.5 ha of forest ranges (91,345 trees), achieving a 6:1 ratio of planting area to logging. As part of additional environmental actions, we planted 32,075 tree seedlings in forests of Lake Baikal's natural territory.



### Providing treatment facilities 04

Water is treated to eliminate suspended solids, surface active agents, oil products, and iron sulphates to established limits.



### Using special geomembranes 05

They are used in laying tracks within water conservation zones to make sure wastewater and storm water do not permeate soil without prior treatment.



### Using green technologies 06

For example, while constructing and reconstructing facilities, we install noise protection screens to reduce the acoustic impact from railway transport in compliance with sanitary and epidemiological requirements.





# BAM: yesterday–today–tomorrow



## Mainline's milestones

✓ 1967

Engineering surveys started back in late 1930s resume on the territories for the BAM to be laid across.

• • • •

✓ 1974

The main stage of the BAM construction – All-Union Shock-Work Komsomol Construction Project – commenced. From the Kremlin Palace, where the 17th All-Union Leninist Young Communist League Congress took place in April, the first crew of 600 people departs for construction.

• • • •

✓ 1984

The tracklayer crews of Alexander Bondar and Ivan Varshavsky moving towards one another from the east and the west met and laid the 'golden' link.

• • • •

✓ 1989

The Baikal–Amur Mainline is put into continuous operation.

• • • •

✓ 2001

The linking of the Severomuysky Tunnel took place, the construction of which started back in 1977 but the work took longer than expected. After putting into operation in 2003, the tunnel made it possible to reduce the travel time from 2.5 hours, when the trains made a bypass, to 15 minutes.

• • • • •

✓ 2013

The first stage of a large-scale project to upgrade the Eastern Operating Domain (the Trans-Siberian Railway and the BAM) was started.

• • • • •

The bulk of work within the second stage of upgrading the Eastern Operating Domain is for the BAM, with construction of tunnels, electrification of segments, making shunting loops for opposing rail traffic, and reconstruction of stations for accelerated marshalling and dispatching of trains. In addition, the Eastern Operating Domain now receives new powerful locomotives able to take high-tonnage (up to 7,100 tonnes) trains along mountainous sections.



✓ 2021

The Government of the Russian Federation approved the profile of the second stage of upgrading the Eastern Operating Domain's railway infrastructure.

• • • • •

✓ 2022

The capacity of the Eastern Operating Domain's railways reached 158 mt.

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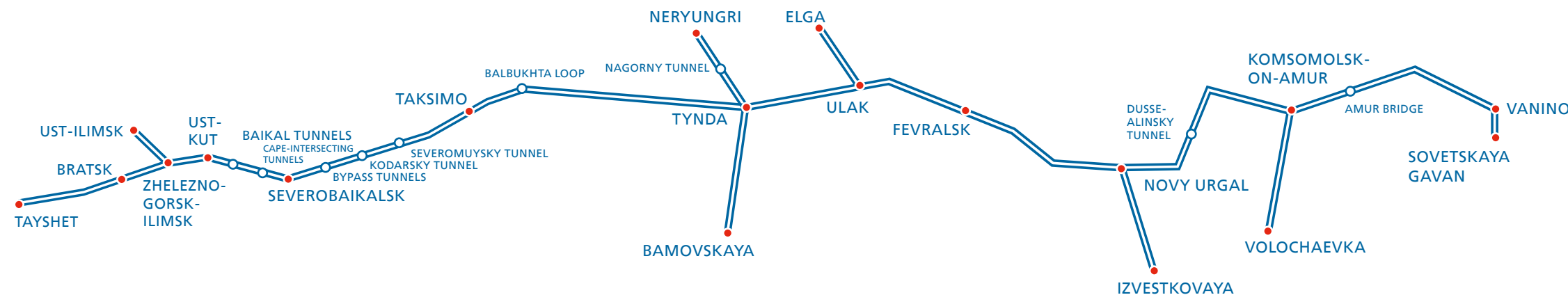
✓ 2024

The capacity of the Eastern Operating Domain's railways reached 180 mt.

The capacity of the BAM per se since the start of the upgrade grew almost three times, from 14.4 mt in 2012 to 48.6 mt in 2024.

• • • • •

## BAM's capacity grew **threefold** over the recent 10 years



In 2024, the Company embarked on the third stage of the Eastern Operating Domain development, with the second Kodarsky, Severomuysky, and Kuznetsovsky Tunnels to be built, as well as a new railway bridge in Komsomolsk-on-Amur. The third stage of the BAM and Trans-Siberian Mainline development envisages transportation of 210 mt in 2030.





# Anniversary year results and events



Two relay race trains from Irkutsk and Khabarovsk met at the railway station of Tynda, symbolising the 'golden' linking of the Baikal-Amur Mainline.

They were greeted by Ivan Varshavsky, who laid the 'golden' link at the Balbukhta Loop with Alexander Bondar in 1984.

The anniversary programme was diverse and educational. The BAM – Generations Relay Race was the keynote of the anniversary celebrations.

- On 8 July 2024, in the BAM's capital city Tynda, veteran builders from across the country, current BAM employees and young professionals had a celebratory meeting.
- At the BAM's 25th Anniversary Square – the main square in Tynda – there was a festive opening of the monument to the Baikal-Amur Mainline builders. The ceremony was attended by Igor Levitin, Advisor to the Russian President, Vassily Orlov, Governor of the Amur Region, and BAM veterans.



In 2024, the BAM saw large-scale efforts to build and launch railway and social infrastructure facilities.

- There was a ceremony to celebrate the linking of the new Dusse-Alinsky Tunnel with a total length of 1,824 m. It is one of the most complex and important facilities in the Eastern Operating Domain upgrade project, which will significantly boost the BAM's cargo transportation capacity and increase the throughput to Russia's Far East Pacific ports by 20–30%. The work is slated for completion by the end of 2025.
- By the anniversary of the 'golden' linking, we have completed the construction of the new second track at the Kuanda–Kuandinsky section of the Baikal-Amur Mainline.



- We have laid a record amount of track at one section in 24 hours – 8 km 100 m – from the Tynda station to the Pobozhiy loop. The previous record was made 40 years ago, when Alexander Bondar's crew laid 5 km 400 m of track within the same time.
- We have completed the reconstruction of the Lena Railway Station in Ust-Kut, Irkutsk Region.
- We have completed the construction of a training and laboratory building for the Tynda branch of the Far Eastern Vocational Training Centre.
- We have beautified the forecourts at the railway stations in Tynda, Severobaikalsk, Komsomolsk-on-Amur, and Neryungri.



## > 3,000 guests

from across the country and the former Soviet Union's republics gathered in Tynda

## 96,000 people

met to take part in festive events in Tynda, Severobaikalsk, Komsomolsk-on-Amur, and Novy Urgal



# Devoted to traditions

Russian Railways designated 2024 as the Year of railway traditions. The railway traditions can be divided into seven streams and are reflected in the Company employees' daily routines.



We are proud of our traditions: devotion to trade, hard work, and dedication within the history of Russia's railways counting almost two centuries. It is our duty to scrupulously maintain and augment them.

The traditions unite all the Company employees, their families, and industry veterans, and make all of us feel included in the unique community. These traditions were made up by a number of generations over decades, and their preservation and development are essential.

Our traditions are reflected in the Company employees' daily routines. This is the unique cultural code, our common heritage, that we value and strengthen.

..



..



## Protecting health ➤ 01

- Promotion of sports and healthy lifestyle
- RZD-Medicine

► For more details see p. 107-109, 139-141



## Helping others ➤ 04

- Volunteering
- Charity

► For more details see p. 110-111, 141-142



## Preserving continuity and respecting achievements ➤ 05

- Benefits to senior retirees
- Multigenerational railway families
- Recognition of employees' merits
- Preservation of historical heritage

► For more details see p. 96, 103, 105-106



## Sharing knowledge and experience ➤ 06

- Mentoring and transferring experience
- Employee training at the Work and Study Competency Centre and Corporate University
- Personnel training at industry technical schools, colleges, and universities

► For more details see p. 97-99, 143-145



## Supporting railway employees' families ➤ 02

- Strengthening traditional family values
- Organizing events for the whole family
- Improving working and leisure conditions and social support for women

► For more details see p. 91-92, 108-109, 112



## Competing and winning ➤ 03

- Employee competitions
- Professional skills competitions
- Support for labour-saving and pioneering work activities

► For more details see p.96, 178-179



## Strengthening cultural, moral and ethical values ➤ 07

- Culture and creativity development among the Company's employees
- Patriotic education
- Service of the country and responsibility for its destiny

► For more details see p. 104, 112, 141, 143-144





# ABOUT THE → COMPANY

Maintaining global leadership

## No. 1

by traffic density

## No. 1

by transportation safety and environmental performance

## No. 2

by freight turnover



### Linking together a vast country

The Company ensures the transportation of vital goods to Russia's remote regions and is the most affordable transport provider for millions of travellers.



### Creating value for stakeholders

The Company is aware of its responsibility and understands the needs of each and every stakeholder group: the nation, society, shippers, passengers, employees, and business partners.





# Company profile

GRI 2-1, 2-6

Russian Railways is Russia’s major railway company and one of the largest players globally. We serve as the country’s main railway transportation operator, providing both freight and passenger services while owning and developing common-use railway infrastructure.

## Maintaining our leadership

We maintain our leadership position through an effective strategy based on presence across various market segments and proactive responses to changing external conditions.

...



## Russian Railways Group’s positions globally

No. 1

by traffic density

No. 2

by freight turnover

No. 3

by operational length of railways

No. 1

by transportation safety and environmental performance

No. 4

by passenger turnover

## Russian Railways Group: our business operations



Freight transportation and logistics



Passenger transportation



Locomotive traction



Railway infrastructure



Rolling stock repairs



Railway construction and engineering



R&D

...



2024

## Key operational metrics

### Freight transportation using Russian Railways’ infrastructure in 2024



Freight handling of

1,181.4 mt

Total freight turnover of

3,227.9 kt

Total freight turnover of

3,113.2 bn tkm

Loaded freight turnover of  
2,524.1 bn tkm

Empty freight turnover of  
589.1 bn tkm

### Passenger transportation in 2024



Passengers transported through Russian Railways infrastructure, total

1,285.8 million people

Long-haul passengers

127.4 million people

Suburban passengers

1,158.4 million people

Passenger turnover through Russian Railways infrastructure

143.7 bn pkm

Long-haul

108.4 bn tkm

Suburban

35.2 bn tkm





# Geography of operations

GRI 2-6

With its vast territory and ample natural resources, Russia needs a robust railway transportation system.

Russian Railways: forging connections across

77  
regions by rail

✓ 2024

**The strategic impact our operations**  
Railways are the main type of transport nationally, servicing the largest cities and making a difference for their growth, industrial development, and regional integration.

The Company ensures the transportation of vital goods to Russia's remote regions and is the most affordable transport provider for millions of travellers.

☆☆☆

Russian Railways' infrastructure accounts for:

Freight turnover  
45.3%

Operational length of railways  
85,500 km

Passenger turnover  
27.2%

Electrified lines  
44,300 km

😊❤⚡



# Business model

GRI 2-6



### Business lines and assets

#### Freight transportation

Russian Railways and Group companies:

7,409  
locomotives<sup>1</sup>

85,500 km  
of tracks

159,400  
freight cars

#### Logistics services

Multimodal transportation

Container solutions

Transit transportation

#### Passenger transportation

Long-haul transportation

Russian Railways

1,498  
locomotives<sup>1</sup>

Group

16,900  
passenger cars

405 pairs  
of express, high-speed  
and ultra high-speed  
trains

#### Other businesses

Railcar repairs

Telecommunications

Construction and infrastructure

### Services

1,181.4  
mt of freight  
handled

3,113.2  
bn tkm  
total freight turnover<sup>2</sup>

7.9 m TEU  
of transported containers

49,300 trains  
under the Scheduled Freight  
Traffic service

1,285.8 million  
transported passengers

143.7 bn pkm  
in passenger turnover

4,923.7<sup>3</sup>  
km  
of tracks  
upgraded

174.0  
km  
of tracks  
constructed

396.7  
km of tracks  
electrified



### Income and pricing

RUB 2,403.9 bn  
freight transportation, infrastructure<sup>4</sup>

Regulated tariffs in freight transportation

Market-based pricing:

- Use of tariff corridor in freight transportation
- Income of railcar operators

RUB 418.8 bn  
passenger transportation<sup>4</sup>

Regulated tariffs

(transportation in open sleeping and sitting cars on long-haul routes and all transportation on suburban routes)

Deregulated segment on long-haul routes

(transportation in second-class, first-class and luxury compartments and in high-speed and ultra high-speed trains)

RUB 473.6 bn  
other revenue and other operating income<sup>4</sup>

RUB 3,296.3 bn  
total income of the Group<sup>4</sup>

### 2024 financials

RUB 41.4 bn  
contribution to the charter capital  
of Russian Railways

3.06x  
net debt / EBITDA of the Group<sup>4</sup>

RUB 2,838.9 bn  
operating expenses of the Group<sup>4</sup>

RUB 906.6 bn  
EBITDA of the Group<sup>4</sup>

RUB 50.7 bn  
net profit of the Group<sup>4</sup>

RUB 11.0 bn  
Russian Railways dividend payouts

## Stakeholder Values

<sup>1</sup> In-Service Rolling Stock.  
<sup>2</sup> Including freight luggage transportation and empty runs of third-party railcars  
<sup>3</sup> Due to the reduced financing of Russian Railways' investment programme, the plan for 2024 was adjusted and approved by Russian Railways' Order No. 3198/r dated 19 December 2024 in the amount of 4,923.7 km.  
<sup>4</sup> The data are reported as per the IFRS statements for 2024.

### Shippers and passengers

The Company's priorities are continuous improvement of customer experience, development of new products and services, digitalisation, and creation of a comfortable transport environment for all categories of shippers and passengers.

- The Q4 2024 customer satisfaction index stood at **90.8** and **88.5** points in the long-haul and suburban passenger transportation segments, respectively.
- The share of freight car shipments delivered within the required period – **95.4%**.

### Government

The Company plays a major role in the development of the country's economy, ensuring transport accessibility of the regions and providing socially important transportation services. It is also one of the largest taxpayers.

- **RUB 382.8 bn** of taxes and insurance fees accrued by Russian Railways in 2024.

### Business partners

The Company is the primary consumer of railway engineering products and ensures high utilisation rates for domestic manufacturers.

- **RUB 2,401.4 bn** – total procurement in 2024
- **RUB 335.7 bn** – total procurement from SMEs in 2024
- **98.9%** – share of goods procured by the Company from Russian manufacturers.

### Employees

Russian Railways strives to improve working and leisure conditions for employees, while also focusing on effective training and professional development.

- For the sixth year running, the Company is a **Top 3** employer in the people's rating of Russia's best employers compiled by VCIOM (Russian Public Opinion Research Centre).

### Society

Commitment to sustainability is one of the Company's top priorities. We adhere to the UN Global Compact, the largest international initiative in social responsibility.

- **RUB 5.6 bn** – environmental expenses in 2024
- **RUB 7.9 bn** – charity expenses in 2024

18

19

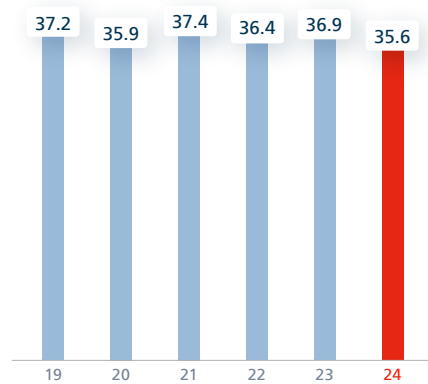


# Sustainability metrics

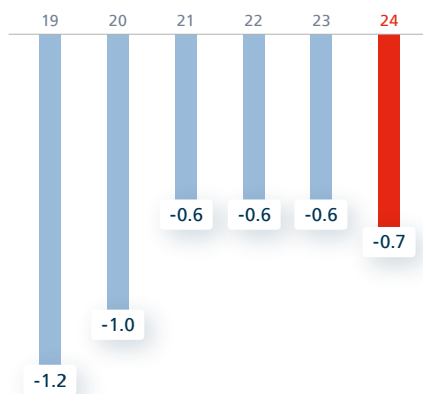
## Environmental performance

✓ 2024

Aggregate direct and indirect energy-related emissions, mt of CO<sub>2</sub>

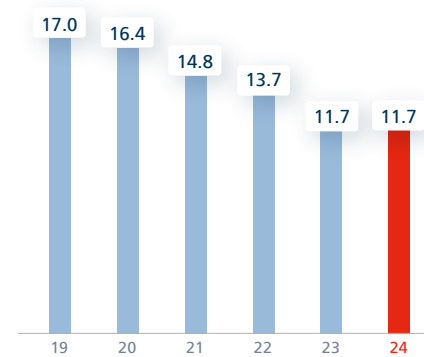


Reduction in energy intensity of Russian Railways' operations, % y-o-y



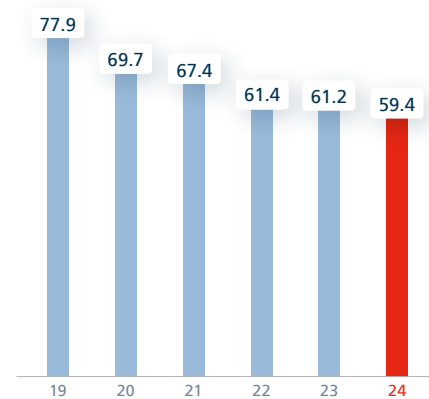
✓ 2024

Share of production and consumption waste sent to landfills, %

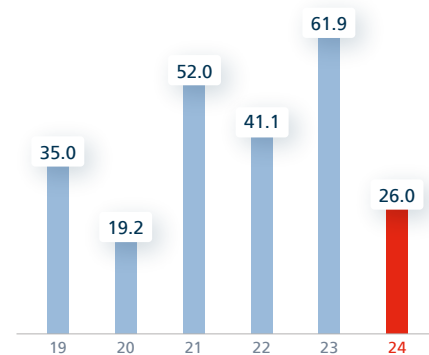


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Changes in water use, million cu m



Installation of noise protection screens, km

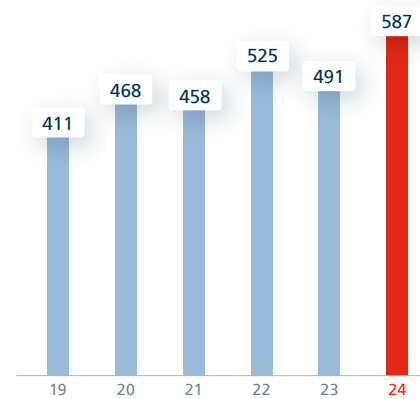




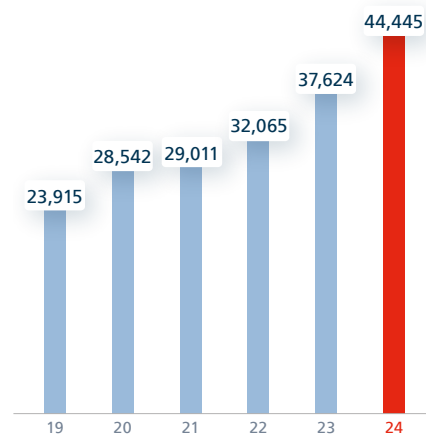
## Social performance

✓ 2024

Employees who completed training, thousand people



Occupational safety expenses, RUB m

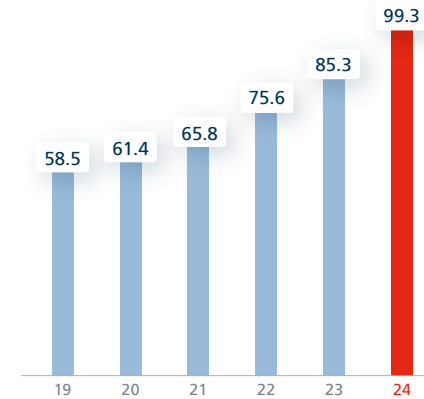


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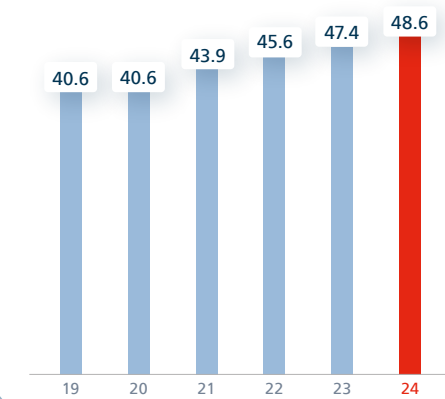
✓ 2024

Average monthly wages, RUB '000

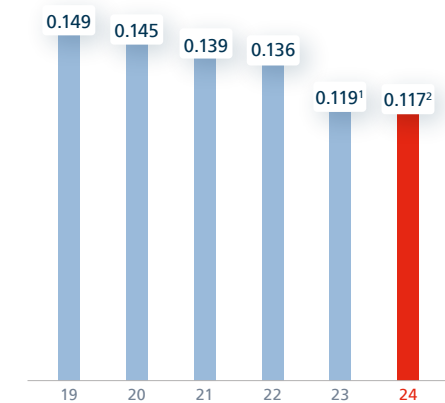


...

Number of workplaces with improved working conditions, '000



Evolution of workplace injury frequency rate



<sup>1</sup> The 2023 indicator value has been updated following the formal recognition of victims as injured.

<sup>2</sup> Following an additional accident review procedure, fault was identified on the part of the employee/employer of Russian Railways; as a result, this information was recorded in the Human Resource UCAS, increasing the number of workplace injuries sustained through the fault of employees and the employer of Russian Railways compared with the data in Russian Railways' 2024 Annual Report.



# SUSTAINABLE → DEVELOPMENT MANAGEMENT

## 1,015 employees

of Russian Railways successfully  
completed the course in 2024

## to 9.3 out of 10 points

Employee satisfaction with the course rose  
to 9.3 out of 10 points (from 9.2 points  
in 2023)



### Improving sustainable development management

In 2024, Russian Railways' Board of Directors approved the Sustainable Development Policy of the Russian Railways Group. A landmark document that articulates our commitment to balanced business conduct while safeguarding the interests of all stakeholders.

### Contributing to implementation of Russia's national projects

The scale and significance of Russian Railways' objectives makes the Company a direct participant in national projects and enables it to implement measures targeting the national development goals established by the Russian President.

### Promoting the UN Sustainable Development Goals

Russian Railways contributes to implementing the UN SDGs in line with our activities. In 2024, we expanded our focus to encompass 15 out of 17 UN SDGs.

### Ensuring effective stakeholder engagement

Through constructive communication and transparent, trust-based engagement with every stakeholder group we promptly address their needs and expectations while strengthening our standing as a responsible company.



# Management approach

Sustainable development is the strategic compass of operations and stands as one of the long-term priorities of Russian Railways. For us, sustainable development means achieving stable, balanced social and economic growth that delivers economic goals without harming our stakeholders – and with their interests firmly in mind.

Russian Railways has adopted an approach to sustainable development that weaves together environmental, social, and economic considerations across all our core operations.

An integral approach creates the ideal conditions for sustained growth and ensures we continue operating effectively as the country's largest transport operator.

One of the Company's strategic priorities in terms of sustainability is to contribute to the achievement of Russia's national development goals and the Sustainable Development Goals (SDGs) adopted by the UN General Assembly. Given the scale and significance of Russian Railways' responsibilities, we play a vital role in achieving national goals and fulfilling Russia's strategic development vision. We champion the principles of the UN Global Compact – the world's largest corporate

social responsibility initiative – and participate as a member of the Global Compact National Network Association.

The Company complies with the principles of socially responsible business practices enshrined in the Social Charter of the Russian Business adopted by the Russian Union of Industrialists and Entrepreneurs (RSPP) and is a regular contributor to the RSPP's Corporate Practices Collection.



## Sustainable development training at Russian Railways

**In June 2024, Russian Railways' Board of Directors approved<sup>1</sup> the Sustainable Development Policy of the Russian Railways Group – a landmark document that articulates our ambition towards balanced business conduct while safeguarding the interests of all stakeholders.**

We developed this policy in line with Russia's international obligations, national development goals through 2030, and the Strategy for Socio-Economic Development of Russia with a Low Level of Greenhouse Gas Emissions until 2050. It also aligns with

federal legislation and other laws and regulations, as well as Russian Railways' existing sustainable development framework.

This top-level public document crystallises our position on sustainable development and establishes unified approaches, clear goals, and specific objectives.

### Key goals of Russian Railways in sustainable development:

- maintaining our industry leadership position;
- contributing positively to the country's social and economic development;
- using resources efficiently, including human capital;
- protecting against natural and man-made threats;
- upholding the highest standards of environmental and technosphere safety, corporate governance, and social responsibility.

### We have set these key objectives for sustainable development:

- minimising our environmental impact and supporting climate action;
- using natural resources efficiently and responsibly;
- respecting and protecting human rights throughout our operations;
- ensuring safe operational processes, working conditions, and the health and well-being of internal and external stakeholders;
- fostering the professional, career, and personal development of our employees;

- enhancing quality of life and prosperity in the communities where we operate, driving positive social and economic change;
- building effective, transparent stakeholder engagement;
- driving innovation across all areas of our operations;
- strengthening internal processes to elevate our sustainable development activities;
- fighting fraud and corruption while maintaining honest and ethical business practices.

### Key corporate documents that guide our approach and principles in sustainable development:

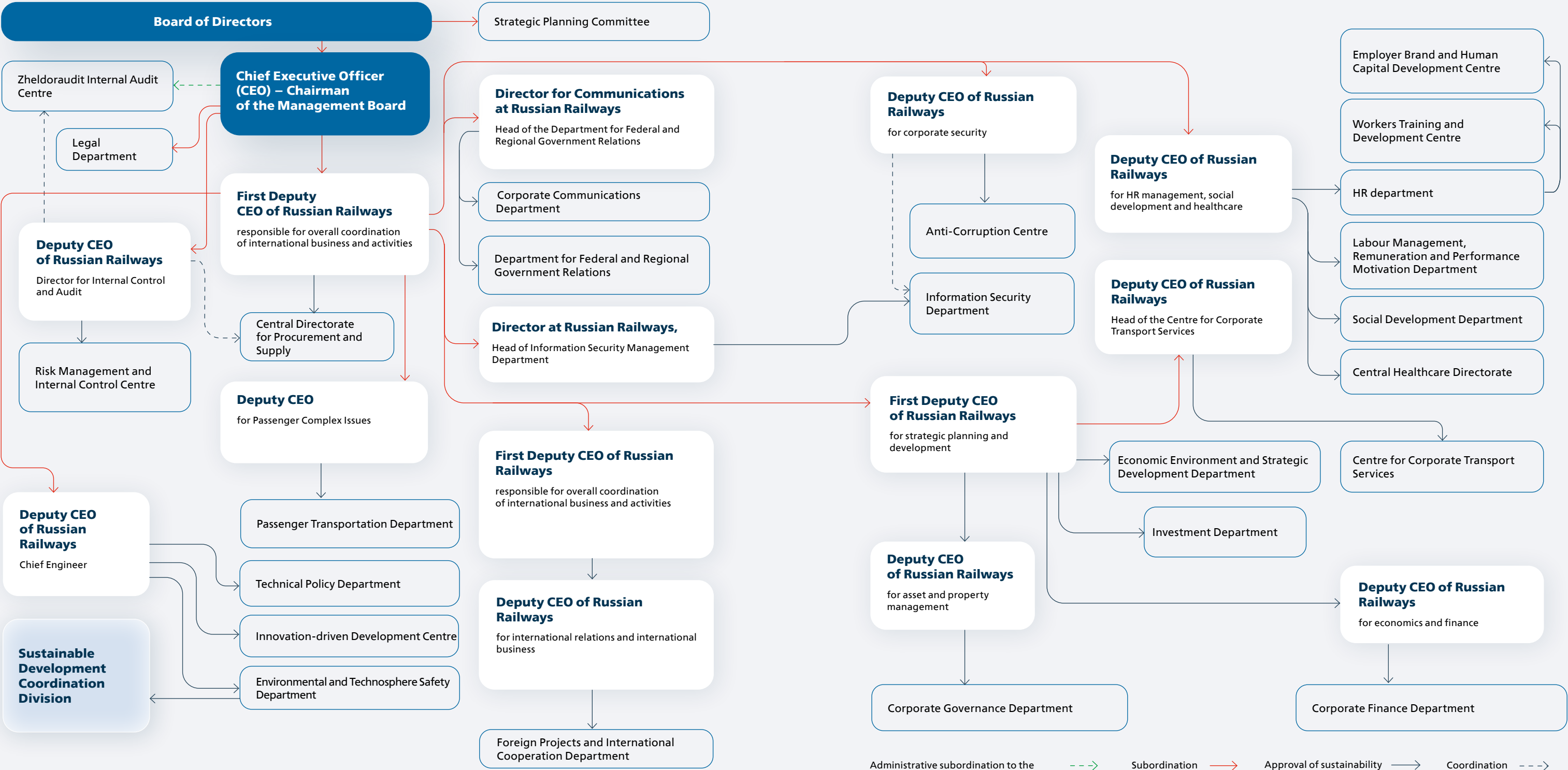
- Sustainable Development Policy of the Russian Railways Group;
- Russian Railways' Environmental Strategy through 2030 with an outlook through 2035;
- Russian Railways' Energy Strategy through 2030 with an outlook through 2035;
- Health, Environmental, Industrial and Fire Safety Policy of the Russian Railways Group;
- Russian Railways' Code of Business Ethics;
- Russian Railways' Human Capital Development Programme until 2025;
- Russian Railways' Anti-Corruption Policy;
- Russian Railways' Charity and Sponsorship Policy.

<sup>1</sup> Minutes No. 15 of Russian Railways' Board of Directors dated 27 June 2024.



# Sustainable development management at Russian Railways

GRI 2-13



<sup>1</sup> The chart does not include all stakeholders, as sustainable development management is embedded in every area and activity of Russian Railways.



## Participation of the Board of Directors in sustainable development management

GRI 2-9, 2-12, 2-13

Sustainable development management is an essential part of activities pursued by the Board of Directors as a governance body responsible for the general steering of Russian Railways' operations. Within its scope of authority, the Board of Directors reviews and approves Russian Railways' sustainable development documents and oversees their implementation.

The remit of the Board of Directors is set out in the Charter of Russian Railways. Pursuant to Clause 68.1 of the Company's Charter, the Board of Directors shall determine the Company's business priorities, and approve its long-term plans, core programmes and function strategies, including the investment programme and innovative development programme. The strategic documents of Russian Railways approved by the Board of Directors address the matters of the Company's sustainable development.

As part of their sustainability agenda in 2023, the Board and its committees, inter alia:

- approved the Sustainable Development Policy of the Russian Railways Group, defining our position on sustainable development and establishing unified directions for the Group's activities;
- approved Russian Railways' Investment Programme for 2025, which envisages a number of investment projects

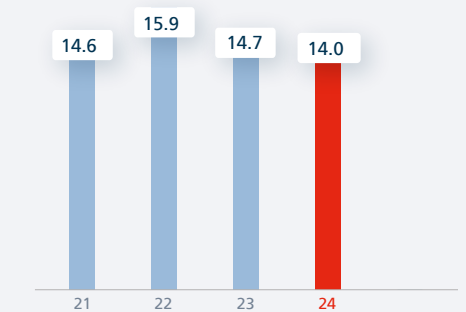
to improve the lives of Russian residents, create a comfortable and safe environment for life and development of tourism (infrastructure development projects at Central and St Petersburg transport hubs, and the high-speed railway line between St Petersburg and Moscow (Kryukovo (Alabushevo) - Obukhovo section);

- approved the size of Russian Railways' charity and sponsorship fund and the key initiatives to be supported;
- authorised donation of social, educational, sports and cultural facilities to municipal and regional public law entities.

The Board of Directors regularly reviews reports on the implementation of the Company's Charity and Sponsorship Policy and Russian Railways Group's Comprehensive Innovative Development Programme.

In addition to that, the Board's Audit and Risk Committee shall regularly consider the risk appetite of Russian Railways, including but not limited to the assessment of risks related to the Company's sustainable development (environmental, health and safety, corruption risks, etc.).

Share of sustainable development matters reviewed at the meetings of the Board of Directors, %



In 2024, following best practices, Russian Railways' Board of Directors expanded the Strategic Planning Committee's remit to embrace sustainable development matters (including those covering policy and reporting)<sup>1</sup>.



<sup>1</sup> Approved by Decree of the Russian Government No. 1838 dated 27.10.2021.

<sup>1</sup> In line with the new version of the Regulation on the Strategic Planning Committee of Russian Railways' Board of Directors as approved by the Board of Directors on 30.08.2024 (Minutes No. 1).



# Russian Railways in 2024 ESG rankings and indices

## Russian Union of Industrialists and Entrepreneurs (RSPP)



**RSPP's Sustainable Development Vector Index** is an assessment reflecting the social, economic and environmental performance of major Russian companies

**Russian Railways' ranking: Leader Group A** (maintained from 2023)

**RSPP's Responsibility and Transparency Index** is an assessment reflecting the scope and quality of public sustainability disclosure by major Russian companies

**Russian Railways' ranking: Leader Group B+** (maintained from 2023)



## Expert RA rating agency



**Expert RA ESG Rating** assesses how well key business decisions align with sustainable development across environmental, social, and economic dimensions

**Russian Railways' ranking: ESG-II(b)** – very high level of sustainable development implementation and planning (assigned for the first time)

**ESG Transparency Ranking of Russian Companies and Banks** is an expert assessment focusing on the scope of ESG disclosures (transparency) in the annual and sustainability reports of major Russian companies and banks

**Russian Railways' ranking: No. 25 out of 100** (No. 51 in 2023)

**ESG Transparency Ranking of Russian Transportation and Infrastructure Companies** seeks to identify leaders among the country's major transportation and infrastructure companies in terms of their ESG transparency (quality of non-financial disclosures published in relevant annual and sustainability reports)

**Russian Railways' ranking: No. 2 out of 12** (No. 3 in 2023)



## RAEX rating agency



**ESG Rating of Russian Companies** is an integrated rating calculated as a weighted average across environmental (E), social (S), and governance (G) dimensions

**Russian Railways' ranking: Level A** – ESG risk and opportunity management at a sufficiently high level (upgraded from BBB level)

**RAEX comment:** "The main driver of the rating increase was new social data that positively impacted the assessment. Improved transparency in labour practices, social benefits, and human rights enhanced the company's evaluation. Among environmental indicators, the company most effectively mitigates pollution and waste management risks, developing strong reuse and recycling practices."

**ESG Ranking of Major Russian and Foreign Companies** covers the largest companies in Russia, Kazakhstan, and Mongolia that completed comprehensive ESG assessment for 2023 and end-2024 under the new methodology that accounts for industry, country, and territorial specifics

**Russian Railways' ranking: No. 36 out of 144** (No. 22 in 2023)



## AK&M rating agency

**Social Efficiency Rating of Major Russian Transport Industry Companies** identifies transport industry leaders whose activities align with sustainable development principles and who most comprehensively disclose their social and environmental activities

**Russian Railways' ranking: No. 1** (No. 2 in 2023)

**Rating of Major Companies with Highest Expenses on Occupational Health and Industrial Safety** assesses Russia's largest companies that disclose occupational health and industrial safety spending in their reports

**Russian Railways' ranking: No. 4** (assigned for the first time)



## National Rating Agency

**ESG Ranking of Russian Industrial Sector Companies** evaluates the ESG profile of Russia's largest public industrial companies, including environmental and social responsibility and corporate governance aspects

**Russian Railways' ranking: No. 22 out of 72, advanced level** (up from No. 34 – emerging level in 2023)



## ESG status

**ESG status assignment from Moscow's Department of Investment and Industrial Policy**

Following assessment, Russian Railways scored **81 points** (out of 100), achieving ESG status **level A** (the highest level) (first assigned)



# Sustainable development training at Russian Railways

Russian Railways continues to offer a training course on sustainable development. It was designed by the Corporate University in collaboration with the Environment and Technosphere Safety Department (Sustainable Development Coordination Division), as well as with input from the Corporate Finance Department and Social Development Department.

The Sustainable Development Management course explores the principles of sustainable development that are gaining traction among companies worldwide. These principles foster the growth of responsible, socially-oriented, and environmentally-friendly businesses.

Spanning 32 academic hours, the course is available on the Corporate University's learning portal and features seven modules:

- "Corporate Responsibility – a Fad or a Must: Why Businesses Need to Become Sustainable";
- "Sustainable Development: Agenda Evolution";
- "Green Economy, Carbon Neutrality, Environmental Mindfulness in Business";
- "Human-Centric Talent Development, Inclusiveness, Corporate Social Responsibility";
- "Sustainable Business Transformation";
- "Sustainability Projects: Financial, Methodological, and Technological Considerations";
- "Environmental Mindset and Personal Sustainability".

In 2024, a total of

# 1,015

## Russian Railways' employees

successfully completed the course. Employee satisfaction with the course rose to 9.3 out of 10 points (from 9.2 points in 2023).



# Russian Railways' contribution to achieving UN Sustainable Development Goals and implementing Russia's national projects<sup>1</sup>

## GRI 3-3

Russian Railways contributes to implementing the UN SDGs in line with our activities. In 2024, we expanded our focus to encompass 15 out of 17 UN SDGs.

As a direct participant in national projects, Russian Railways implements measures targeting the national development goals established by the Russian President.

2 ZERO HUNGER



МЕЖДУНАРОДНАЯ  
КООПЕРАЦИЯ И ЭКСПОРТ  
НАЦИОНАЛЬНЫЕ  
ПРОЕКТЫ  
РОССИИ

**Our food cargo transportation activities help ensure access to safe, nutritious and sufficient food, including by opening foreign markets.**

- We are attracting agricultural sector enterprises to railway transport through targeted client engagement across all categories, developing multimodal delivery services, and boosting agricultural cargo volumes as part of our Agroexpress project.

- In 2024, we created synergy between Agroexpress and our SME Export Express service by integrating autonomous refrigerated containers of agricultural products from domestic exporters into the service's container trains. This enabled us to dispatch 368 large refrigerated containers (736 TEU) for export and 581 large refrigerated containers (1,132 TEU) for import, carrying poultry, beef, pork, and baby food.



3 GOOD HEALTH AND WELL-BEING



ЗДРАВООХРАНЕНИЕ  
НАЦИОНАЛЬНЫЕ  
ПРОЕКТЫ  
РОССИИ

ДЕМОГРАФИЯ  
НАЦИОНАЛЬНЫЕ  
ПРОЕКТЫ  
РОССИИ

**Protecting the health of the Company's employees is one of the top priorities of the corporate social policy. Russian Railways has a dedicated in-house healthcare system that ensures a comprehensive approach to preserving the health of our workforce. The Company consistently promotes healthy lifestyle and creates opportunities for sports activities.**

- 99.2% of employees underwent annual preventive medical examinations, with over 64.4% of employees classified in health groups 1 and 2.
- We maintained the rate of accidents caused by abruptly deteriorating health conditions at zero.
- We launched the Saint Panteleimon unique mobile consultative and diagnostic centre.
- We held more than 360 blood donation events, collecting a total of 5.8 t of blood.

- As part of our Healthy Lifestyle target programme, we held around 11,000 physical education and preventive measures, attracting over 2.6 million attendees from among the Company's employees, their family members, and industry veterans.
- We saw the share of employees fully adhering to healthy lifestyle behaviours (proper nutrition, increased physical activity, abstaining from smoking and alcohol consumption, and undergoing preventive check-ups) increase to 17.6% (from 16.6% in 2023).



4 QUALITY EDUCATION



ДЕМОГРАФИЯ  
НАЦИОНАЛЬНЫЕ  
ПРОЕКТЫ  
РОССИИ

ЗДРАВООХРАНЕНИЕ  
НАЦИОНАЛЬНЫЕ  
ПРОЕКТЫ  
РОССИИ

ОБРАЗОВАНИЕ  
НАЦИОНАЛЬНЫЕ  
ПРОЕКТЫ  
РОССИИ

НАУКА  
И УНИВЕРСИТЕТЫ  
НАЦИОНАЛЬНЫЕ  
ПРОЕКТЫ  
РОССИИ

ЦИФРОВАЯ  
ЭКОНОМИКА  
НАЦИОНАЛЬНЫЕ  
ПРОЕКТЫ  
РОССИИ

ПРОИЗВОДИТЕЛЬНОСТЬ  
ТРУДА  
НАЦИОНАЛЬНЫЕ  
ПРОЕКТЫ  
РОССИИ

**Russian Railways has preserved and successfully operates a unique system spanning all education levels, providing opportunities to acquire sought-after knowledge and skills.**

- The Company is the founder of 98 educational institutions, including 77 kindergartens and 21 Russian Railways lyceums.
- We established 109 RZD classes within corporate and municipal schools, designed to spark schoolchildren's interest in railway transport careers while ensuring high-level technical preparation.
- Additionally, Russian Railways operates 26 children's railways, featuring six Kvantorium science parks serving as hi-tech training platforms for kids.

- We are implementing the Programme of Russian Railways' Interaction with Railway Universities, aimed at enhancing training at higher and vocational levels, updating training infrastructure for future employees, and raising the prestige of industry education.
- Our work continues on creating on-site training clusters as part of the Professionalitet federal project; we have established 17 clusters, including 5 in 2024.
- We support railway transport universities as part of the Innovative Engineering Schools federal project and the Priority-2030 strategic academic leadership programme.
- We leveraged our extensive network of in-house training centres to nurture talent, training over 230,300 individuals in 2024.
- For developing managers and high-potential experts, we have created a corporate business training system encompassing our Corporate University, railway transport universities, and external educational organisations, with more than 315,000 people trained in 2024.
- Our distance learning system houses more than 1,700 educational materials covering various topics.



<sup>1</sup> The table lists Russia's national projects for 2019–2024. Starting 2025, the Company plans to base its reporting on the new list of national projects for 2025–2030 approved by the Russian President's Decree No. 309 dated 7.05.2024.



## 5 GENDER EQUALITY

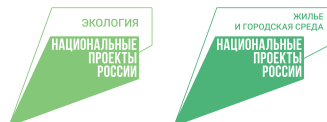

**Russian Railways has zero tolerance for any types of discrimination, including gender discrimination, in recruitment, staff development and promotions.**

- We sustained the effective functioning of the Coordination Council tasked with improving the conditions of work, leisure, and social support of women.
- In 2024, we held the 5th Forum to Improve the Conditions of Work, Leisure, and Social Support of Russian Railways' Female Employees, with the resulting proposals being implemented to enhance production processes, achieve corporate targets, and strengthen social policies and internal communications.

- We expanded the list of railway jobs available to women. Since 2021, women can work as train drivers and assistant train drivers, with organised training and employment processes. By end-2024, 328 women were trained and employed in these professions (up from 79 at end-2023).



## 6 CLEAN WATER AND SANITATION


**Russian Railways is implementing a Clear Water investment project to upgrade water supply systems and bring the quality of water supplied to consumers in line with the standards set by Russian sanitation and environmental laws.**

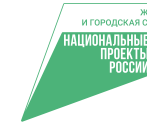
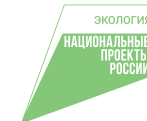
- Between 2021 and 2024, our Clean Water programme brought drinking water quality into compliance with SanPiN requirements at 12 water supply sources, with investments of RUB 1,032 million. In 2024, we modernised

the drinking water treatment system at the children's health camp at the Petyayarvi station.

- Water usage dropped by 3% in 2024 compared to 2023.
- In 2024, we reduced discharge of wastewater on land and into surface water bodies by 7.2% compared to 2023 (beating our 3.9% target), and by 39.7% compared to 2019. This reduction was achieved through:
  - converting treatment facilities to discharge into centralised sewerage systems;
  - maintaining and repairing treatment facilities;
  - installing discharge metering units at treatment facilities;
  - reducing water supply and sewerage volumes at numerous railway facilities



## 7 AFFORDABLE AND CLEAN ENERGY

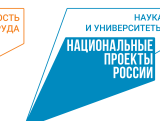
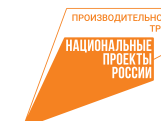
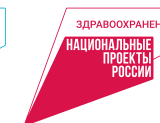

**Russian Railways is working on transitioning to alternative and renewable energy sources to make the railway transport even more environmentally friendly.**

- Railway electrification represents a key measure for increasing low-carbon resource use; in 2024, we electrified 396.7 km of track.
- The Company focuses on developing gas-, hydrogen-, and battery-powered locomotives as another pathway for leveraging low-carbon energy resources and reducing harmful emissions:
  - in 2024, we completed development of the four-axle hybrid shunter EMKA2 featuring domestic lithium-ion batteries and an asynchronous traction drive. Two EMKA2 units currently operate at the Kazansky and Kiyevsky railway stations (undergoing performance tests);

- we are developing rolling stock using alternative fuels – natural gas and hydrogen.
- In stationary power generation, we are moving away from fuel oil and coal boiler houses towards environmentally clean energy sources – natural gas and electricity – while using renewable energy sources like heat pumps in heating systems



## 8 DECENT WORK AND ECONOMIC GROWTH


**Russian Railways is one of Russia's largest employers**

- For the sixth year running, the Company ranks as a Top 3 employer in the people's rating of Russia's best employers compiled by VCIOM (Russian Public Opinion Research Centre).
- The Company's wages are 11.5% above the country's average and the pay level across nearly all Russian regions (except for the Sakhalin Region and the Yamal-Nenets Autonomous Area).
- In 2024, we adjusted salaries by 7.3%.
- We continued taking steps to reduce youth unemployment, with 33% of our employees under age 35 and around 7,000 graduates hired annually.
- We actively support the Russian Student Squads organisation, providing temporary employment for youth and students. In the 2024 work semester, 18,000 people worked at the Russian Railways Group's

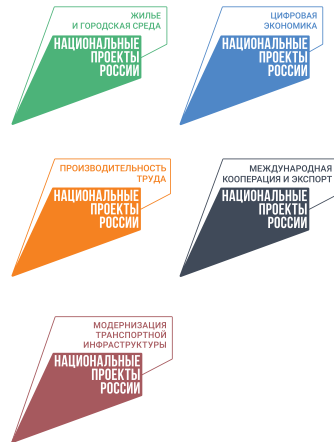
- facilities as part of railway transport student squads – an absolute record entered in the Russian record book.
- We operate under a Collective Bargaining Agreement for 2023–2025 covering all employees.
- We have corporate support programmes for certain employee groups, including young workers, retirees, those nearing retirement, and members of multigenerational railway families.
  - Russian Railways develops internal rail tourism, annually increasing the number of tourist trains and routes.
  - In 2024, the Group offered 91 tourist railway routes; tourist trains carried about 1.1 million passengers, 17% more than in 2023.

total headcount is around

**680,000** people



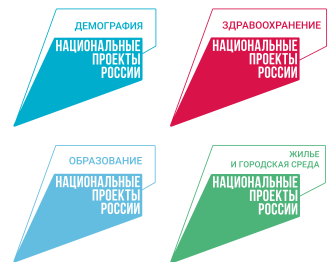


9 INDUSTRY, INNOVATION  
AND INFRASTRUCTURE

**Russian Railways' investment programme is focused on developing and upgrading the railway infrastructure and promoting high-speed and ultra high-speed railway transportation. The Company also has in place a Comprehensive Innovative Development Programme and a Digital Transformation Strategy.**

- The spending on the Russian Railways 2024 investment programme stood at RUB 1,479.0 bn. Key projects included:
  - development of railway infrastructure serving ports of the Azov and Black Seas;
  - development of railway infrastructure serving ports of the North-Western basin;
  - development of railway infrastructure in the Eastern Operating Domain;
  - development of railway infrastructure of the Central Transport Hub;
  - implementation of the project to construct a high-speed railway line between St Petersburg and Moscow (Kryukovo (Alabushevo) – Obukhovo section).
- The upgrade of the Eastern Operating Domain provides Baikal -Amur and Trans-Siberian mainlines' capacity increased in 2024 - to 180 mt annually.

- In 2024, we achieved strong results in open innovation projects:
  - 150 unique projects were initially implemented (+8 vs last year) and 103 were replicated (+40 vs last year);
  - through our Innovation Support Programme, we implemented 37 projects worth RUB 165.4 m in 2024.
- We implemented 33 projects using artificial intelligence (AI) technologies, with 7 projects launched in 2024.
- In 2024, we created new main quantum network segments; total network length reached 7,012 km.

10 REDUCED  
INEQUALITIES

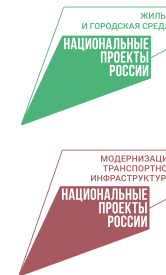
**Russian Railways encourages active employee participation in social and economic life regardless of age, gender, disability, race, ethnicity, origin, religion or other status. We implement appropriate fiscal, wage, and social protection policies.**

- Our Corporate Volunteering programme held more than 17,000 campaigns and events in 2024:
  - assisting flood victims in the Orenburg and Kurgan regions;
  - participating in the Victory Volunteers nationwide public movement;
  - the 50th Anniversary of the Baikal–Amur Mainline and Ecoleaders campaigns;
  - implementing silver volunteering, where participants care for low-income families, children, veteran railway workers, collect humanitarian aid for soldiers and refugees, and support vulnerable groups in a variety of ways.

In 2024, more than 1,000 actions involved approximately 15,000 participants.

- We allocated RUB 7.9 bn for charitable activities in 2024, including:
  - assisting residents of new territories, plus Kursk and Belgorod regions – delivering humanitarian aid, providing children's health camp vouchers, and organising free travel;

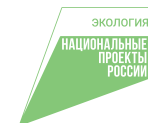
- providing assistance to children's organisations, supporting people with physical disabilities and people with incurable and life-limiting illnesses;

11 SUSTAINABLE CITIES  
AND COMMUNITIES

**Russian Railways and subsidiaries implement projects integrating railway transport into urban agglomeration environments, boosting urban population mobility.**

- Over 8 years, the Moscow Central Circle has become vital city infrastructure. More than 0.5 million people use the Circle every weekday.
- In 2024, the Central Transport Hub transported 833.7 million people (+8.0% y-o-y).
- We continued developing the Urban Commuter Train project, providing passengers with unified navigation and tariff systems, comfort and seamless travel. Transportation volumes on urban routes (excluding the Central Transport Hub) grew by 18% vs 2023.

- In 2024, we launched clock-face scheduling of suburban trains on the St Petersburg – Melnichny Ruchey and St Petersburg – Sestroretsk sections.
- We increased traffic volumes in the Yuzhno-Sakhalinsk agglomeration after building two passing loops and upgrading transport stops.
- We completed Moscow urban stations Zelenograd-Kryukovo, Lianozovo, Belorusskaya, and Kutuzovskaya while opening the new Mitkovo station.
- Our Mobility Assistance Centre continues expanding; in 2024, a total of 457,800 passengers used assistance and support services – 17.6% more than in 2023.

12 RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION

**We view resource conservation as essential for transitioning to a circular economy. Creating an effective waste management system helps us develop and efficiently use natural resources. In the long run, the Company seeks to minimise waste sent to landfills by increasing its processing.**

- In 2024, we reduced the share of waste placed at burial disposal facilities by 5.7% compared to 2018.

- We are implementing projects for separate collection of recyclable materials, including reverse vending machines, developing electronic document flow, and improving operational processes.
- As part of reusing or recycling waste, we increased the number of reverse vending machines for plastic bottles and aluminium cans with passenger bonus systems by 14 times compared to the 2022 launch year, reaching 376 machines at 284 facilities; compared to 2023, the number of reverse vending machines increased by 1.7 times.
- In 2024, we transferred approximately 2,600 t of paper, cardboard, plastic, glass and household aluminium waste for recycling.
- Russian Railways' structural units recycle and neutralise approximately 85% of total waste generated.





13

CLIMATE  
ACTION

**Reducing greenhouse gas emissions and transitioning to low-carbon development are among the priority focus areas outlined in Russian Railways' Environmental Strategy through 2030 with an outlook through 2035.**

- We are implementing comprehensive measures focused on sustainable low-carbon development and GHG emissions reduction:
  - continuing electrifying existing railway lines;
  - developing and introducing new rolling stock;
  - upgrading stationary power facilities on our balance sheet;
  - implementing energy efficiency projects through improved traffic methods, better infrastructure technology,

and increased energy efficiency in buildings, structures, equipment and heat supply.

- In 2024, we registered our first climate project focused on reducing GHG emissions through improving the heat supply system of the Company's railway facilities. We converted 5 boiler houses from fuel oil to natural gas under this project.



15

LIFE  
ON LAND

**Russian Railways is a major natural resource user operating in Russia. Its environmental impact is associated with the operation of railways, as well as industrial and infrastructure facilities. The Company makes consistent efforts to minimise its environmental footprint.**

- We implement systematic measures to eliminate legacy pollution and remediate sites with accumulated environmental damage, allocating over RUB 1.5 bn (excluding VAT) from 2019 to 2024, the

Company spent over RUB 1.38 bn on eliminating accumulated environmental damage, with a total of 31 sites remediated.

- In 2024, we completely eliminated 8 sites with accumulated environmental damage at the Perm, Sychyovka, Kudeyevsky, Nickel, Dyoma, Tver, Lyangasovo, and Pinyug stations.
- In 2024, 420,000 trees were planted on a territory the size of 107 football fields.

**420,000** trees  
were planted in 2024



16

PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS

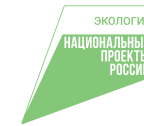
**We maintain zero tolerance for corruption in all forms and manifestations across any Company activities. Our Anti-Corruption Policy and Code of Business Ethics enshrine principles of honesty, transparency, and legality.**

- During 2024, we reviewed more than 3,000 conflict of interest declarations, with more than half submitted voluntarily by employees, identifying and resolving more than 800 situations.
- In 2024, more than 73,000 employees completed general anti-corruption training, more than 12,000 completed special courses for department heads and anti-corruption activity staff, and we held almost 24,000 legal and anti-corruption events.

- We earned the highest classification in the Anti-Corruption Rating of Russian Business as a company upholding the strongest anti-corruption standards, and received a special award for the Participation in the Anti-Corruption Rating of Russian Business in 2024.



17

PARTNERSHIPS  
FOR THE GOALS

**We promote establishing long-term partnerships with international organisations and associations.**

We prioritise sustainable development by participating in UN system organisations – the Inland Transport Committee (ITC) of the United Nations Economic Commission for Europe (UNECE) and the United Nations Economic and Social Commission for Asia and the Pacific, plus the Organisation for Cooperation between Railways, BRICS Business Council, Business 20 (B20) and others.

We also coordinate bilateral interaction with foreign partners to develop sustainable development infrastructure.

Russian Railways is actively engaged in initiatives addressing environmental impact reduction, social equality, and green financing.



**Russian Railways confirmed its leadership in implementing Russia's national projects – we won the Our Contribution award for the second time this year.**

Russian Railways entered the Top 10 best companies and gained the Partner of Russia's National Projects status.

Experts recognised Russian Railways' contribution to implementing the Education national project through two Company initiatives:

- a system of continuing education and youth development (encompasses interaction between Russian Railways and educational institutions, implementing career guidance for potential employees and activities for current young talents);
- the Professionalitet project (with Company support, educational and production clusters are being set up in vocational colleges for practice-oriented training of future railway professionals).

The West Siberian Railway also won awards. It implements volunteering projects (7 Facets of the Soul and Kindness Along the Way) while conducting Lessons That Matter dedicated to patriotic education and teaching safe railway behaviour.



The Central Healthcare Directorate gained partner status for Russia's national projects by implementing social programmes that contribute to achieving national goals and implementing national projects.



Our Contribution is Russia's first award evaluating business and non-profit organisations participation in achieving national goals and implementing national project tasks. It is organised by the National Priorities non-profit.





# Stakeholder engagement

GRI 2-29

Russian Railways recognises its high level of responsibility towards all stakeholders. Through constructive communication and transparent, trust-based engagement with every stakeholder group we promptly address their needs and expectations while strengthening our standing as a responsible company.



Stakeholder engagement principles:

- transparent, reliable, and complete information about the Company’s operations;
- a balanced and all-inclusive approach to stakeholder interests, and prompt response to stakeholder concerns, most importantly, when it comes to government tariff regulation and active introduction of innovation;
- focus on both external and internal stakeholders, such as employees.

✓ Employees

| What they expect                                                                                                                                                                                                                                                                                                                       | Areas of engagement                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | How we engage                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Decent pay and benefits</li><li>• Equal professional and career growth opportunities</li><li>• Protection of human and civil rights in line with the Russian law</li><li>• Occupational health and technosphere safety</li><li>• Professional training and development opportunities</li></ul> | <ul style="list-style-type: none"><li>• Ensuring decent pay</li><li>• Additional social benefits available under the collective bargaining agreement</li><li>• Establishing an efficient human capital training and development system</li><li>• Ensuring occupational health and safety</li><li>• Transparency and efficient feedback</li><li>• Comfortable working environment and equal opportunities</li><li>• Environmental education and awareness raising for all staff members</li></ul> | <ul style="list-style-type: none"><li>• Russian Railways’ Employee Service Portal</li><li>• Communications events</li><li>• Corporate messengers and social media</li><li>• Forums and trade union meetings</li><li>• The Uniform Information and Reference Resource Hotline</li><li>• Employee hotline for reports on social and HR issues</li><li>• Social surveys of the Company’s employees</li><li>• Townhall and personal management meetings</li><li>• E-mail communications</li><li>• Corporate media (including the Gudok newspaper, RZD TV)</li><li>• Education at the Corporate University of Russian Railways</li></ul> |



✓ Passengers

| What they expect                                                                                                                                                                                                                                                                                | Areas of engagement                                                                                                                                                                                                                                                                                      | How we engage                                                                                                                                                                                                                                                                                                                                                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Fair and reasonable pricing</li><li>• Accessible, comfortable, and reliable services</li><li>• Railway safety</li><li>• User-friendly services</li><li>• Compliance with environmental and social responsibility standards and best practices</li></ul> | <ul style="list-style-type: none"><li>• High-quality and safe services</li><li>• Competitive pricing</li><li>• Railway station services</li><li>• Passenger transportation services</li><li>• Catering on board</li><li>• Passenger satisfaction surveys</li><li>• Compliance with regulations</li></ul> | <ul style="list-style-type: none"><li>• Russian Railways Customer Support Centre</li><li>• Passenger surveys and interviews at railway stations</li><li>• Enquiries via the mobile app</li><li>• Russian Railways’ website</li><li>• Surveys on <a href="http://www.opros.fpc.ru">www.opros.fpc.ru</a> and on Sapsan trains</li><li>• Passenger satisfaction surveys</li><li>• Personal meetings with the public</li></ul> |

✓ Suppliers, contractors, and business partners

| What they expect                                                                                                                                                                                                                                                                                                               | Areas of engagement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | How we engage                                                                                                                                                                                                                                |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Compliance with contractual obligations</li><li>• Balancing parties’ interests in business operations</li><li>• Building a cluster of suppliers (contractors) meeting the Company’s key procurement needs</li><li>• Building partnership-based relations with counterparties</li></ul> | <ul style="list-style-type: none"><li>• Alignment of procurement with applicable laws and regulations</li><li>• Vetting of potential counterparties using reasonable efforts and procedures, while applying due diligence principles</li><li>• Recognition and assessment of environmental requirements for products, raw materials and supplies purchased by Russian Railways’ business units</li><li>• The inclusion of procurement criteria such as the quality, functionality, and environmental impacts of goods, work and services, and the availability of a quality management system, contributing among other aspects to advancing sustainable development goals</li></ul> | <ul style="list-style-type: none"><li>• Electronic trading and procurement platform</li><li>• Conferences, forums, industry unions and associations</li><li>• Supplier hotline</li><li>• <a href="#">Russian Railways’ website</a></li></ul> |

✓ Freight customers

| What they expect                                                                                                                                                                                                                                         | Areas of engagement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | How we engage                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Fair and reasonable pricing</li><li>• High-quality products and services</li><li>• Uninterrupted supply of goods and services</li><li>• User-friendly services</li><li>• Compliance with HSE standards</li></ul> | <ul style="list-style-type: none"><li>• High-quality and safe services</li><li>• Competitive pricing</li><li>• Basic freight transportation services</li><li>• Transportation and logistics services related to basic freight transportation services, including public railway infrastructure services</li><li>• Russian Railways’ information services</li><li>• Customer satisfaction surveys</li><li>• Calculation of the cost and environmental impact of freight transportation</li><li>• Non-financial reporting</li><li>• Customer support for freight transportation services</li></ul> | <ul style="list-style-type: none"><li>• Russian Railways’ Freight Transportation Customer Support Centre</li><li>• Russian Railways’ Freight Transportation Customer’s personal account</li><li>• RZD-Gruz 2.0 mobile app</li><li>• Freight section of the Russian Railways website</li><li>• Sales offices</li><li>• RZD Market platform</li><li>• Freight Transportation electronic trading platform</li><li>• ETRAN e-waybill automated system</li><li>• Dedicated chat rooms for businesses operating in key industries and critical transportation areas</li><li>• Portfolio of freight transportation services (automated on-demand freight service builder)</li><li>• Automated CRM system for freight transportation – ACRMS</li></ul> |



Shareholders, investors, and rating agencies

| What they expect                                                                                                                                                                                                                                                                                                                                                                                                       | Areas of engagement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | How we engage                                                                                                                                                                                                                                                                                                                                     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>Economic and financial stability</li><li>Funding and delivering green/ environmental and social projects</li><li>Focus on solvency and compliance with contractual obligations</li><li>Solid reputation</li><li>Corporate governance excellence</li><li>Credit quality</li><li>Transparency of information and disclosure of key facts</li><li>Prudent dividend policy</li></ul> | <ul style="list-style-type: none"><li>Financial reporting (RAS and IFRS)</li><li>Annual public non-financial reporting on the Company's operations (Annual Report and Sustainable Development Report)</li><li>Timely disclosure of key information on the Russian Railways' website and on the websites of accredited news agencies</li><li>Open dialogue and efficient feedback</li><li>Disclosure of information on the Company's operations on the interagency portal for state property management</li></ul> | <ul style="list-style-type: none"><li>Corporate reporting and disclosure</li><li>Conferences and investor meetings</li><li>E-mails, conference calls and video conferences</li><li>Regular working meetings at various levels</li><li>Disclosures on the website, including through press releases</li><li>Rating agency questionnaires</li></ul> |

Community partners

| What they expect                                                                                                                                                                    | Areas of engagement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | How we engage                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>Open and meaningful dialogue</li><li>Enabling a socially beneficial environment</li><li>Social protection of employees and retirees</li></ul> | <ul style="list-style-type: none"><li>Engagement with national and international NGOs as regards achieving the UN SDGs</li><li>Joint events with national and international NGOs</li><li>Consideration of initiatives, including those related to federal laws governing social and employment relations</li><li>Liaising with industry trade unions in ensuring social security of employees and retirees</li><li>Advancement and support of education across our footprint</li><li>Support of vulnerable groups, environment-related and awareness-raising projects</li></ul> | <ul style="list-style-type: none"><li>Participation in conferences and industry-specific events</li><li>Creation of specialised RZD classes for secondary schools</li><li>Support for industry-specific universities as part of the Programme of Russian Railways' Interaction with Railway Universities until 2025</li><li>Regular meetings with trade unions</li><li>Input to the work of educational institutions from Russian Railways' employees</li><li>Joint academic, educational, and sporting events</li><li>Support for non-profit organisations</li></ul> |

Local communities

| What they expect                                                                                                                                                            | Areas of engagement                                                                                                                                                                                                                                                                                                            | How we engage                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>Local jobs</li><li>Minimising environmental impact</li><li>Support in addressing social, environmental, and economic issues</li></ul> | <ul style="list-style-type: none"><li>Providing accessible and comfortable transport services</li><li>Local employment</li><li>Social infrastructure development across our regions of operation</li><li>Support for vulnerable people, emergency assistance</li><li>Volunteering and charity projects, philanthropy</li></ul> | <ul style="list-style-type: none"><li>Volunteering and charity projects</li><li>Educational initiatives</li><li>Promotion of sports and a healthy lifestyle</li></ul> |

Government authorities

| What they expect                                                                                                                                                                                                                 | Areas of engagement                                                                                                                                                                                                        | How we engage                                                                                                                                                                                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>Statutory compliance</li><li>Uninterrupted cargo and passenger transportation</li><li>Social and economic development of local communities</li><li>Reducing environmental impact</li></ul> | <ul style="list-style-type: none"><li>Statutory compliance and contribution to improving the legislative framework related to the Company's operations</li><li>Cooperation with federal and regional authorities</li></ul> | <ul style="list-style-type: none"><li>Participation in federal and regional events</li><li>Regular working meetings, transport coordination boards, committees, etc.</li><li>Social and economic cooperation agreements with local authorities</li><li>Organising train days</li></ul> |





# ENVIRONMENTAL → ASPECT

The Company seeks to achieve carbon neutrality by 2050

## Using resources wisely

Russian Railways is implementing a Clear Water project to upgrade railway water supply systems and align the quality of water supplied to consumers with standards set by the Russian sanitation and environmental laws.

.....



## Maintaining leadership in energy efficiency and environmental friendliness of our operations

The Company's share in the total adverse environmental impact of companies operating in Russia in 2023 was less than 1%.

.....



## Setting environmental performance targets

The Environmental Strategy includes 8 targets aimed at reducing the negative environmental footprint, decreasing carbon intensity, sustainable use of natural resources, enhancement of environmental safety and talent pool as regards managers and professionals engaged in environmental protection matters.

.....



## Contributing to climate action

As part of its planning through 2035, Russian Railways focuses on comprehensive reduction of GHG emissions, including transition to low-carbon energy, energy efficiency improvement, development of renewable energy technologies, and compensation projects.

.....



## Seeking to transition to circular economy

Russian Railways views efficient waste management as a prerequisite for transitioning to the circular economy. The Company seeks to minimise waste sent to landfills by increasing its processing

.....





# Environmental management

Russian Railways, as a major natural resource user in the country, contributes to solving national environmental objectives. We recognise the vital importance of the environmental agenda and implement both short-term initiatives, including projects to respond to acute environmental exposures, and long-term infrastructure programmes with delayed effects.

Regarding the environmental agenda, Russian Railways collaborates with federal executive authorities, businesses, regions, large and medium corporates, local communities, and local residents as a whole. Joint efforts are designed to support a favourable environmental situation and sustainable use of natural resources, enhance environmental safety in the regions of operation, and foster an environmental culture among the Company employees and their families.

Russian Railways' strategic environmental goal is to minimise the impact of the Company's operations on the environment, ensure sustainable use of natural resources, and enhance environmental safety.

Russian Railways maintains leadership in energy efficiency and environmental friendliness of its operations.



The Company's share in the total adverse environmental impact of companies operating in Russia in 2023<sup>1</sup> was less than 1%, including:

air pollutant emissions –

**0.91%**

wastewater discharge into surface water bodies and on land –

**0.04%;**

waste generation –

**0.02%**

<sup>1</sup> According to the Government Report on the Condition and Protection of Environment in the Russian Federation in 2023 issued by the Ministry of Natural Resources and Environment of the Russian Federation in 2024.



## Management approach

Russian Railways put in place the following policies to guide its environmental practices:

- Health, Environmental, Industrial and Fire Safety Policy of the Russian Railways Group<sup>1</sup>;
- Russian Railways' Environmental Strategy through 2030 with an outlook through 2035<sup>2</sup>;
- Russian Railways' Environmental Transparency Regulations<sup>3</sup>;
- Declaration on Comprehensive Approach to the Protection of Lake Baikal when Implementing Investment Projects for the Eastern Operating Domain Development.



Key international environmental treaties followed by the Company in its environmental management:

- Vienna Convention for the Protection of the Ozone Layer and Montreal Protocol on Substances that Deplete the Ozone Layer;
- Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal;
- Convention on Biological Diversity;
- Bucharest Convention on the Protection of the Black Sea against Pollution;
- United Nations Framework Convention on Climate Change;
- Kyoto Protocol to the United Nations Framework Convention on Climate Change;
- Paris Climate Accords;
- Agreement on Cooperation in the Sphere of Timber Industry and Forestry;
- Agreement on Cooperation in the Field of Environmental Protection among the Member States of the CIS;
- Agreement on Cooperation in the Field of Environmental Monitoring;
- Stockholm Convention on Persistent Organic Pollutants.

To develop and improve its environmental management framework, the Company has developed and approved a Plan for Reviewing and Drafting Environmental Safety Regulations for Russian Railways' units.

The Plan includes work on 14 environmental regulations, 8 of which were updated or first drafted in 2024.

The following documents were updated:

- Russian Railways Group's Production and Consumption Waste Catalogue<sup>4</sup>.
- Russian Railways' Methodological Guidelines on Environmental Protection Analysis<sup>5</sup>.
- Regulations on Development, Approval, and Use of Noise Profiles of the Areas Adjacent to Railway Infrastructure<sup>6</sup>.
- Model Regulation on the Railway Environmental Protection Centre<sup>7</sup>.
- Procedure for Cooperation between Russian Railways' Units in Environmental Protection<sup>8</sup>.
- Procedure for Emergency Response in Situations with Environmental Implications at Russian Railways' Infrastructure Facilities<sup>9</sup>.

In 2024, the following documents were drafted:

- Procedure for Cooperation between the Research and Production Centre for the Environmental Protection with Russian Railways' Executive Office Units, Branches, and Structural Units of Branches When Providing Environmental Protection Works (Services)<sup>10</sup>.
- Model Regulation on the Industrial Environmental Laboratory at the Railway Environmental Protection Centre<sup>11</sup>.

<sup>1</sup> Approved by Russian Railways' Order No. 102/r dated 21 January 2020.

<sup>2</sup> Approved by resolution of Russian Railways' Board of Directors dated 21 March 2025, Minutes No. 11.

<sup>3</sup> Approved by Russian Railways' Order No. 3326/r dated 15 December 2022.

<sup>4</sup> Approved with No. CBT-35 dated 21 March 2024.

<sup>5</sup> Approved by Russian Railways' Order No. 871/r dated 5 April 2024.

<sup>6</sup> Approved by Russian Railways' Order No. 1379/r dated 10 June 2024.

<sup>7</sup> Approved by Russian Railways' Order No. 331/r dated 12 February 2025.

<sup>8</sup> Approved by Russian Railways' Order No. 44/r dated 15 January 2025.

<sup>9</sup> Approved by Russian Railways' Order No. 65/r dated 17 January 2025.

<sup>10</sup> Approved by Russian Railways' Order No. 835/r dated 1 April 2024.

<sup>11</sup> Approved by Russian Railways' Order No. 3320/r dated 27 December 2024.



## Environmental management framework

Russian Railways' environmental management framework includes Health, Environmental, Industrial and Fire Safety Policy of the Russian Railways Group, its Environmental Strategy through 2030 with an outlook through 2035, as well as planning, implementation of new processes, control and analysis by the management.

One of the most important focus areas of the Company's environmental protection efforts is ensuring industrial environmental control and monitoring of the Company's environmental impact. Russian Railways established an environmental monitoring system that includes stationary and mobile environmental laboratories providing reliable information on the environmental impact of pollutant sources.

Russian Railways operates:

56

nationally accredited  
stationary industrial  
environmental laboratories

67

motor-vehicle laboratories

12

train car laboratories

The monitoring exercise involves environmental inspections in line with corporate requirements. When developing its investment projects, the Company conducts environmental impact surveys for a better understanding of natural and human-related conditions on the site, evaluating the environment and its vulnerability to human impact, forecasts potential changes in the environment due to the construction and operation, prepares recommendations to prevent environmental disturbance, and conducts environmental monitoring.

The laboratories have up-to-date analytical equipment, as well as express analysis equipment for scheduled and unscheduled site visits to monitor environmental pollution by Russian Railways' units.

The laboratories collect samples and conduct quantitative chemical analysis of natural and waste water samples, soil, waste, and industrial emissions, measure natural physical factors in residential housing areas and habitable areas.

In 2024, the Company conducted over 210,000 wastewater quality and water treatment equipment efficiency tests, soil tests, tests of pollutant emissions from stationary and mobile sources, and tests of railway infrastructure impact on adjacent territories.

### Plans for 2025:

- verifying competence of industrial environmental laboratories and expanding their accreditation scope;
- exercising industrial environmental control over air, water, and soil quality, and measurement of natural physical factors as scheduled.

## Environmental transparency

As an environmentally responsible company, Russian Railways contributes to the protection of the environment and is committed to voluntary environmental stewardship. As part of its contribution to environmental development, Russian Railways adheres to the principle of increasing transparency and openness by disclosing its environmental strategy and performance in annual sustainable development reports.

The Company respects the constitutional right of individuals to have access to information on the environment and seeks to enhance the effectiveness of public control and transparency of data on environmental protection and safety. The Company is governed by Russian Railways' Environmental Transparency Regulations defining the principles, forms and transparency requirements for information related to the Company's environmental footprint.

### Environmental fines in 2024

Administrative environmental fines in 2024: 17 fines totalling RUB 2.4 m.

### Emergencies with environmental implications

In 2024, the Company's infrastructure experienced no major emergencies with environmental implications.

> 210,000

wastewater quality in 2024, the Company conducted





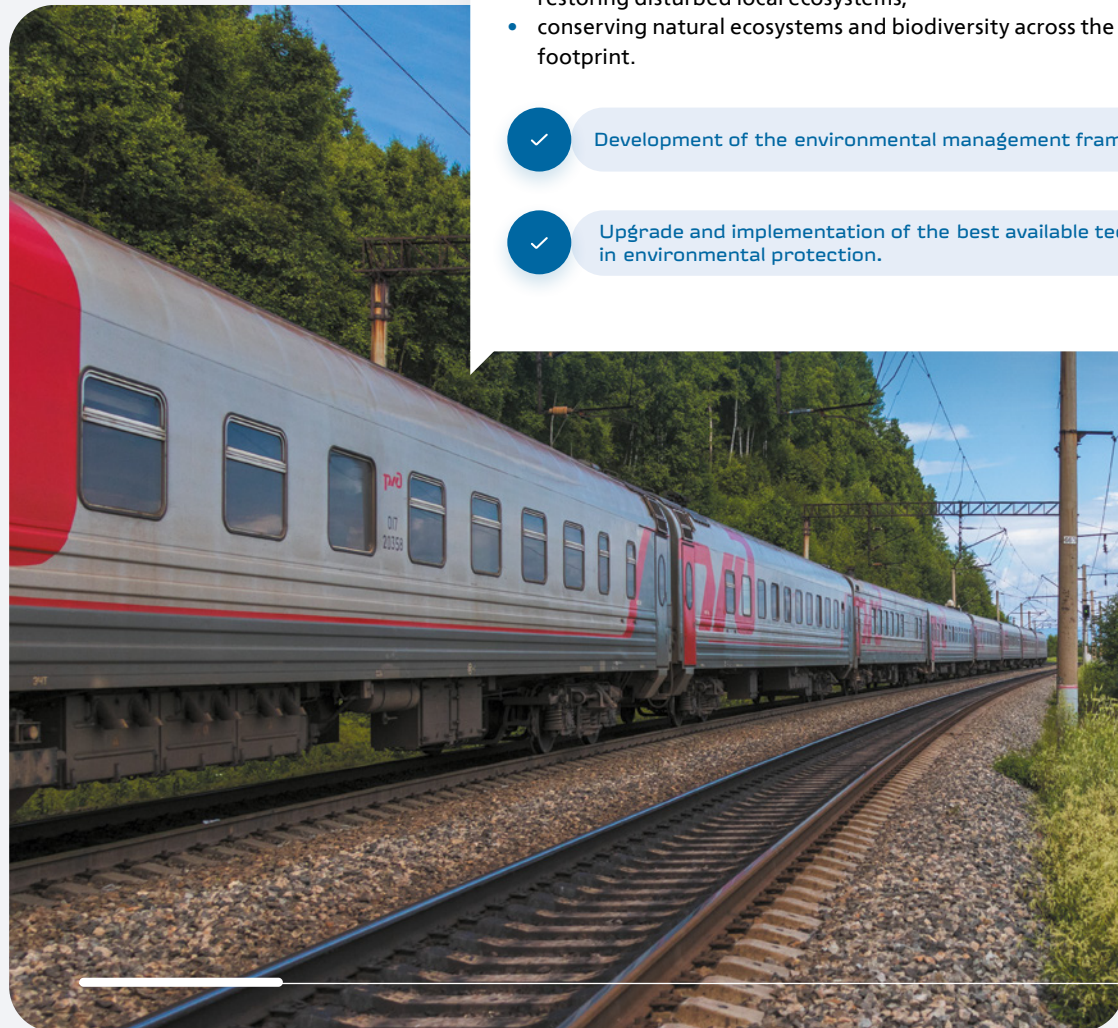
# Environmental Strategy

GRI 2-23

Russian Railways' Environmental Strategy through 2030 with an outlook through 2035 is a key document for strategic planning of the entire Group's environmental safety. The document was approved by resolution of Russian Railways' Board of Directors. During 2024, it was fine-tuned and harmonised with the national development goals through 2030 with an outlook through 2036, and with Russia's strategic planning documents and federal regulatory frameworks. The Strategy takes into account the recommendations of the Russian Government and the Board of Directors' Strategic Planning Committee.

## Environmental Strategy

- ✓ Lower GHG emissions and low-carbon development.
- ✓ Reducing negative environmental impact, by, inter alia:
  - minimising air pollution;
  - ensuring sustainable use and lower pollution of water;
  - improving the production and consumption waste management system, and maximising waste recycling and reusing;
  - minimising adverse physical factors that affect the environment and community (noise, vibration);
  - eliminating pollution and accumulated environmental damage, and restoring disturbed local ecosystems;
  - conserving natural ecosystems and biodiversity across the Company's footprint.
- ✓ Development of the environmental management framework.
- ✓ Upgrade and implementation of the best available technologies in environmental protection.



## Environmental Strategy targets<sup>1</sup>

GRI 2-23

The Environmental Strategy updated in 2024 includes 8 targets aimed at reducing the negative environmental footprint of Russian Railways' operations, decreasing carbon intensity, sustainable use of natural resources, enhancement

of environmental safety and talent pool as regards managers and professionals engaged in environmental protection matters.

For this purpose, the Strategy envisages two environmental scenarios – a conservative and an innovative one. Both scenarios cover the periods until 2030 and further until 2035 and are aimed at gradual improvement of the Company's environmental footprint.

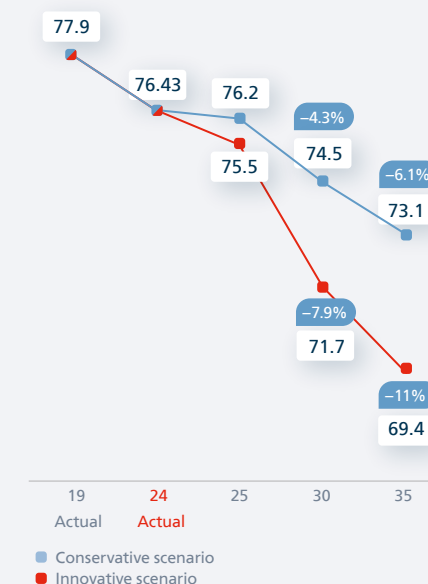
The Environmental Strategy includes:

**8 target indicators;**

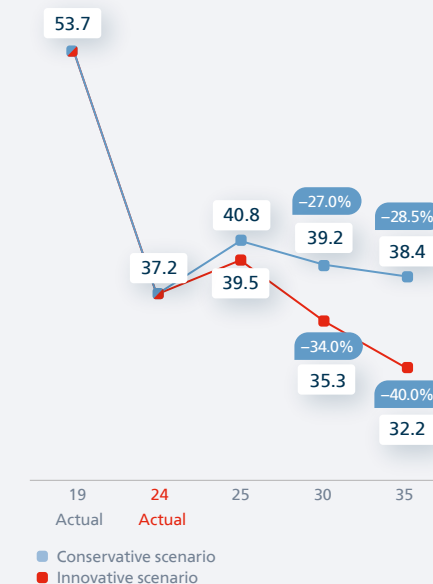
**2 scenarios**

for developing environmental stewardship.

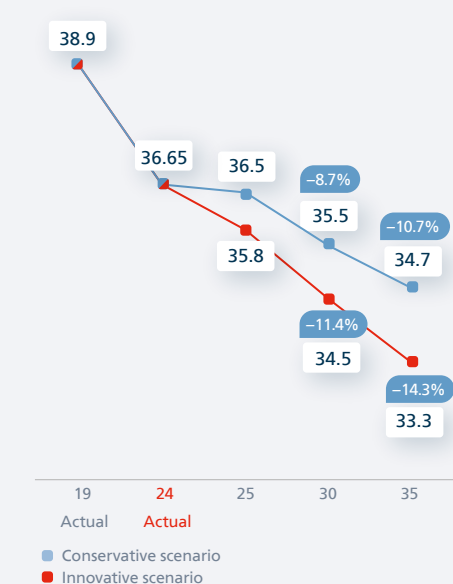
Target GHG emissions per unit of transportation<sup>2</sup>, kg of CO<sub>2</sub> equivalent / 10,000 gross virtual tkm



Target air pollutant emissions from stationary sources<sup>3</sup>, kt



Target per unit air pollutant emissions from mobile sources, mg/tkm



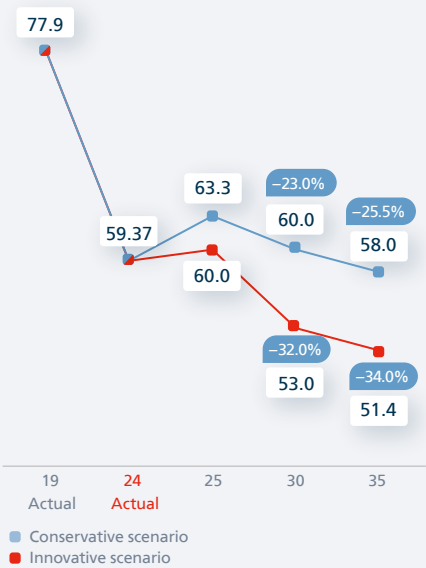
<sup>1</sup> The 2024 indicators differ from those specified in Russian Railways' Environmental Strategy to reflect the actual values achieved in 2024.

<sup>2</sup> Target values depend on the forecast consumption of fuel and energy resources and can be revised in accordance with Russian Railways' Energy Strategy through 2030 with an outlook through 2035.

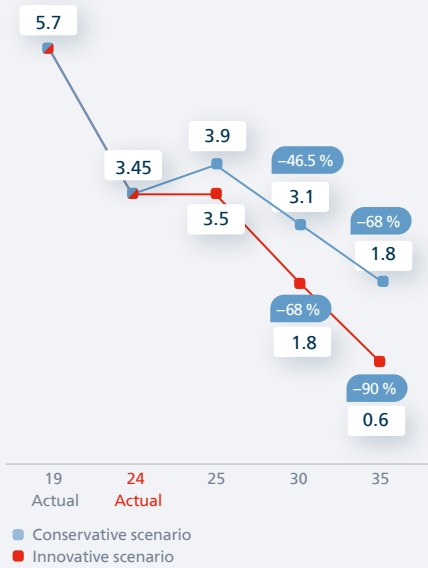
<sup>3</sup> Emissions from stationary sources do not include emissions from shunting and mainline locomotives, special self-propelled rolling stock and other mobile equipment, including idling operation. These emissions are treated as coming from mobile sources. Targets may be revised in case of changes in the procedure for assessing air pollutant emissions.



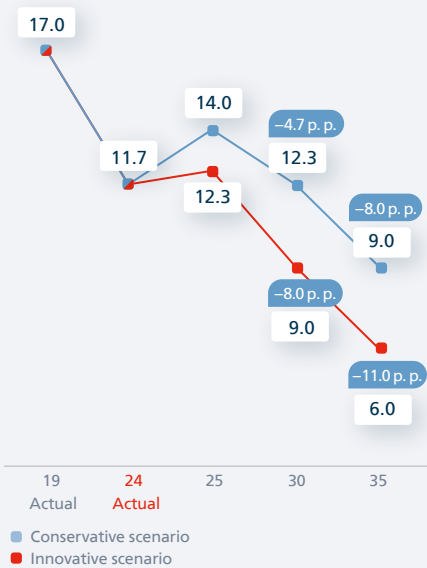
Target water use<sup>1</sup>, mcm



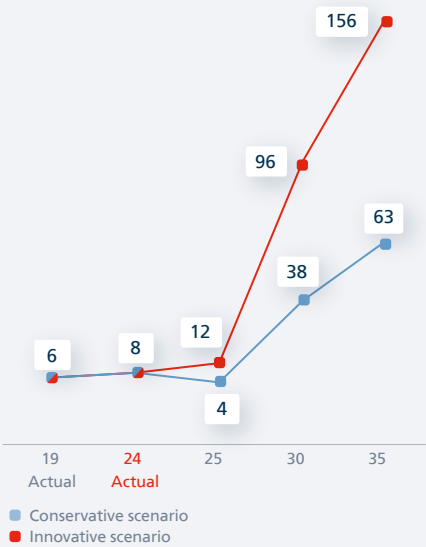
Target wastewater discharge on land and into surface water bodies<sup>2</sup>, mcm



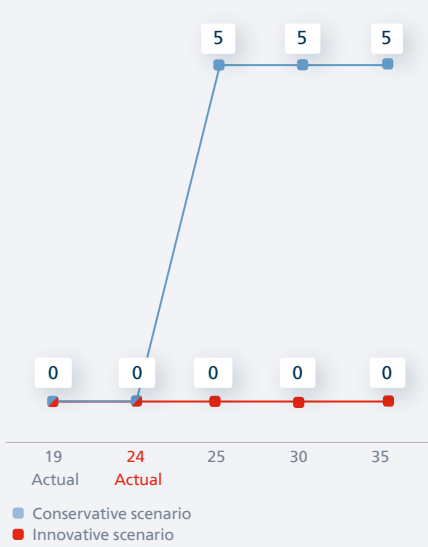
Target share of production and consumption waste sent to be buried<sup>2</sup>, %



Remediated sites with accumulated environmental damage (on an accrual basis)



Share of managers and office workers who have not completed mandatory training on environmental protection programmes on time, %



Targets for the Environmental Strategy's innovative scenario by 2035:

**156**  
accumulated environmental damage sites remediated

**51.4** mcm  
of water consumed

<sup>1</sup> Targets may change reflecting updates to the 2030 Development Plan for the Heat and Water Supply and Wastewater Discharge System.  
<sup>2</sup> Given the same financing conditions.

## Key environmental protection measures



01 Russian Railways' Environmental Strategy through 2030 with an outlook through 2035 was updated and approved.



02 A report on GHG emissions across the Company and for the Sakhalin Region on a standalone basis was filed, as part of the experiment to limit GHG emissions.



03 Electrification of new and existing railway tracks with a total length of 667.8 km was completed.



04 Eight sites with accumulated environmental damage were fully remediated.



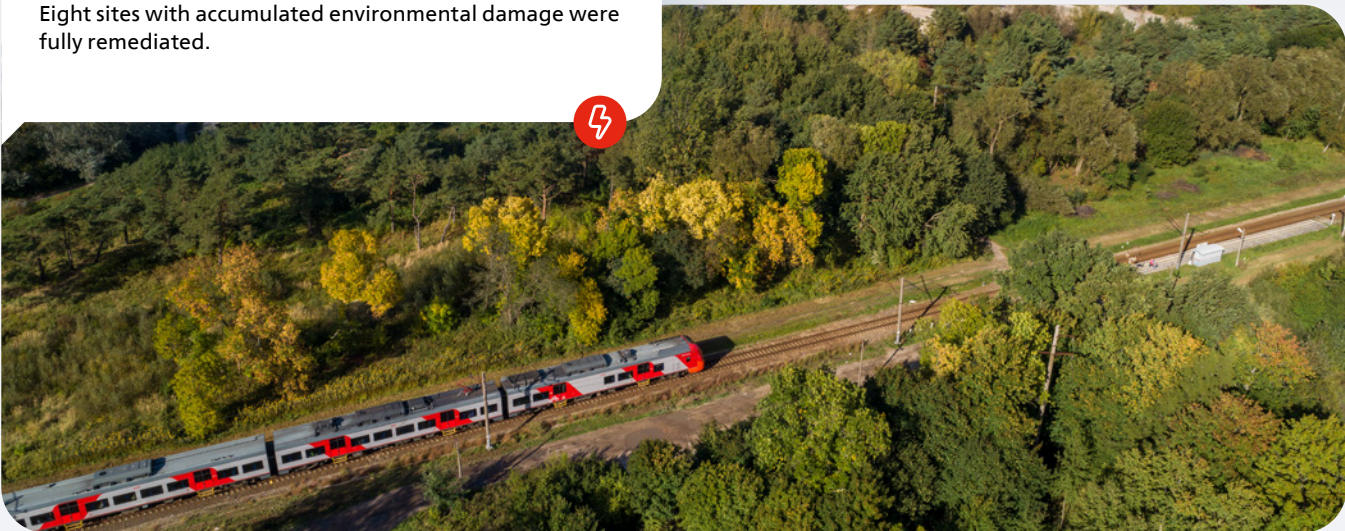
05 The hybrid shunter EMKA2 featuring domestic lithium-ion batteries and an asynchronous traction drive was certified and put into operation.



06 Construction and reconstruction of four wastewater treatment units at infrastructure facilities were completed.



07 A network of reverse vending machines (376 machines at 284 passenger infrastructure facilities) is being developed; about 5.9 million containers, or 190.9 t of recyclable materials, were handed over for recycling.





## Environmental awards

In 2024, Russian Railways was highly appraised for its contribution to environmental protection, sustainable development, and environmental awareness.

Our projects were in the spotlight of leading national awards and environmental initiatives.

### Diplomas for taking part

In the Save the Forest, Garden of Memory, and Green Spring reforestation initiatives.

### Wildlife Photographers Union's Sunrise National Award

Russian Railways and the Daursky Nature Reserve received awards in the Best Photo Project 2024 category. Russian Railways was awarded an honorary diploma for its contribution to developing environmental awareness in Russia.

### Vernadsky National Environmental Award

Russian Railways' biodiversity conservation project emerged as the winner in the Conserving Ecosystems and Biodiversity category.

### Russian Environmental Operator's Green Award

Russian Railways' project with environmental initiatives to achieve the targets of its Environmental Strategy through 2030 with an outlook through 2035 was among Top 3 in the Corporate Projects (Internal) category.

## Environmental training

### Key topics of the training programmes:

- ✓ environmental safety
- ✓ environmental safety of facilities
- ✓ environmental safety in treating classes 1–4 waste

Russian Railways attaches particular importance to the professional development of its managers and employees responsible for environmental safety.

In addition, the Company provides its employees with supplementary environmental safety training related to GHG emissions reduction and implementation of the environmental management system. Further internal communication on environmental issues is provided through posters, leaflets, and booklets.

A major contribution to the training is made by the Research and Production Centre for the Environmental Protection. The training courses it provides contain the most up-to-date and complete

information on the requirements of sanitation and environmental laws and are offered at the level of all structural units of Russian Railways' branches. The content includes relevant matters associated with environmental risk management at the Company, environmental responsibility and environmental priorities for sustainable development, and climate projects.

>3,000  
people are trained  
in environmental  
programmes every year

## Climate action

GRI 3–3

The Company recognises the global importance of the climate agenda and aims for long-term development with potential to achieve carbon neutrality by 2050. As part of its planning through 2035, Russian Railways focuses on comprehensive reduction of GHG emissions, including transition to low-carbon energy, energy efficiency improvement, development of renewable energy technologies, and compensation projects.

## Management approach

### Russian Railways' Environmental Strategy and Energy Strategy through 2035 outline a set of measures aimed at sustainable low-carbon development and GHG emissions reduction.

Through 2035, these will enable the Company to lower the intensity of its direct and indirect GHG emissions per unit of transportation volume. To achieve this, the strategies set a specific target for per unit GHG emissions.

Upgrading the Company's stationary thermal power infrastructure is another key focus of its decarbonisation efforts. This includes efforts in two major areas:

- enhancing energy efficiency of buildings and structures, including that of heat generation facilities, processes, and infrastructure, as well as increasing efficiency of energy resource use in stationary power generation;
- upgrading thermal power facilities by transitioning to low-carbon fuels.

### Key ongoing measures implemented by the Company to cut GHG emissions from mobile sources:

- ✓ electrifying existing railway lines;
- ✓ developing and introducing new rolling stock;
- ✓ improving the energy efficiency of transportation operations.





## GHG emissions monitoring, reporting and control

Russian Railways has in place and develops a system of GHG emissions monitoring, reporting and control. Since 2017, Russian Railways has been listed among state-owned companies involved in reducing GHG emissions<sup>1</sup>, making annual progress disclosures in its sustainable development reports.

GHG emissions are tracked and measured at the level of Russian Railways' individual structural units, with the collected data further aggregated at higher levels of the Company's corporate structure (branches and the Company overall).

In 2024, the Company kept filing statutory reports on GHG emissions in line with national legislative requirements.

## GHG emissions calculation methodology

In 2024, Russian Railways calculated GHG emissions on the basis of the Comprehensive Methodology for GHG Emissions Volume Measurement at Russian Railways<sup>2</sup> developed in line with the Russian guidelines on the calculation of direct emissions<sup>3</sup> and indirect energy-related emissions<sup>4</sup>, as well as methodological guidelines of the Intergovernmental Panel

on Climate Change (IPCC). Emissions are calculated in relation to CO<sub>2</sub>, without taking into account other greenhouse gases, according to data on the consumption of fuel and energy resources. This approach is permitted by both Russian regulations and methodological guidelines of the IPCC.

Currently, the Company does not calculate any indirect GHG emissions associated with the purchase of construction materials, rolling stock and supplies, as well as any other goods (Scope 3 under the Greenhouse Gas Protocol).

### The methodology involves the calculation of two GHG emissions categories:

- direct emissions from stationary and transport fuel combustion sources across Russian Railways' operations (Scope 1 under the Greenhouse Gas Protocol<sup>5</sup>);
- indirect energy-related emissions associated with the purchase of electricity and heat by Russian Railways' structural units from third parties (Scope 2 under the Greenhouse Gas Protocol).

Currently, the Company does not calculate any indirect GHG emissions associated with the purchase of construction materials, rolling stock and supplies, as well as any other goods (Scope 3 under the Greenhouse Gas Protocol).



## Prospects for reducing GHG emissions

National strategic plans view the advance of railway transportation as a prerequisite for the country's social and economic development and a key step towards decarbonisation of Russia's transportation system.

Given the implementation of the new Effective Transportation System national project and target growth of transportation volumes by 2035, we expect an increase in fuel and energy consumption, as well as higher GHG emissions. Furthermore, the shift of cargo flows from more carbon-intensive modes of transport to rail may serve as an additional factor driving up GHG emissions.

Alongside the anticipated growth in freight turnover, the Company will seek to increase reliance on low-carbon energy sources and take further steps to improve energy saving and efficiency.

Energy efficiency and saving projects will enable the Company to reduce per unit electricity and diesel consumption in train traction, per unit energy and fuel

consumption for heat supply in boiler houses, wear and tear of heating, water supply and disposal infrastructure, and losses in heat networks. An ongoing electrification of key routes in freight and passenger transportation will further increase the share of electricity and low-carbon energy in the Company's energy and fuel mix.

### Russian Railways' Environmental Strategy through 2030 with an outlook through 2035 envisages the following initiatives:

#### traction energy:

- large-scale electrification of railway sections;
- transitioning to natural gas for autonomous locomotives;
- creating experimental passenger trains using hydrogen fuel cells;

#### non-traction energy:

- shutdown of fuel oil and coal boiler houses and transitioning to greener energy sources;
- a wider use of renewable energy.



<sup>1</sup> Approved by Instruction No. AKh-P9-5761 of the Russian Government dated 31 August 2017.

<sup>2</sup> Russian Railways' Order No. 726/r dated 24 March 2023.

<sup>3</sup> Approved by Order of the Russian Ministry of Natural Resources and Environment No. 371 dated 27 May 2022.

<sup>4</sup> Approved by Order of the Russian Ministry of Natural Resources and Environment No. 330 dated 29 June 2017.

<sup>5</sup> Greenhouse Gas Protocol. Greenhouse Gas Protocol Corporate Accounting and Reporting Standard.



## Climate change risks

The Company pays special attention to climate change risks, analysing the climate change impact and taking it into account when planning activities. The key potential threat to the Company's business is the growing number of meteorological hazards that jeopardise railway operations, including heavy rains and snowfalls, very low and high temperatures, extreme temperature swings, glaze, rime and greater impact of dangerous hydrological phenomena, such as spring floods and freshets.

The Company assesses nature and climate risks and develops response measures to mitigate them on an ongoing basis. Russian Railways is regularly exposed to the following anthropogenic and natural external risks:

- damage and accidents at sites supporting the Company's operations;
- industrial accidents involving associated transport modes (primarily in sea port water areas and at highways);
- fires and natural disasters in the Company's areas of operation;
- more frequent hydrometeorological hazards (frost, heat, snowfall, heavy rainfall);
- growing incidence of natural phenomena affecting the railway infrastructure (washaway, landslide, washout of slopes, rockfalls, etc.).

To mitigate these risks to infrastructure, the Company implements various reinforcement solutions (anti-washout slab covers, rock dumping, rock anchorage) and structures for the protection of the track bed from natural hazards (such as mudflows, landslides, avalanches and rockfalls).

In 2024, Russian Railways introduced an automated system to monitor and analyse external impacts on its infrastructure, which integrates hydrometeorological and hydrological data of Roshydromet and the Company's own stations. The system identifies

man-made structures that are at risk of flooding using the data on forecast rainfall and drainage basin parameters.

To monitor the condition of permafrost at the railways, Russian Railways has a Network Permafrost Station that is in charge of diagnosing the roadbed, controlling soil temperatures and cooling structure performance, as well as quality of construction and installation. A specialised laboratory assesses physical and mechanical properties of soils and the degree of their subsidence. At the Northern, East-Siberian, and Far

Eastern railways, there are ten stations of 24/7 soil temperature measurement collecting data on a regular basis, which helps assess permafrost degradation.

To model freshets and manage respective risks, in 2024, jointly with the EMERCOM of Russia, the Company made aerial mapping of 306 infrastructure facilities in the Far Eastern Federal District. The digital terrain model created was included in the EMERCOM's Atlas of Risks and Hazards. The model helps forecast the water rise level based on hydrological and ice conditions.



## GHG emissions

GRI 305-1, 305-2, 305-4

In 2024, Russian Railways reduced its total GHG emissions to 35.6 mt of CO<sub>2</sub>. Indirect energy-related emissions make up more than half of the aggregate emissions in terms of mass. Their share reached 71.3% by 2024. GHG emissions, both direct and indirect, are consolidated at the operational level. The boundaries are set based on financial and operational control, taking into account the territorial principle.

GRI 305-5

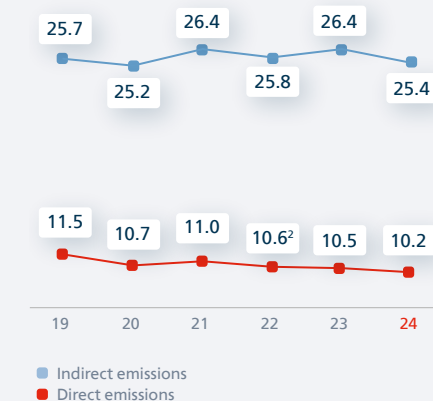
In 2024, the reduction in GHG emissions from the implementation of the Company's Environmental Strategy and Energy Strategy amounted to 530,593 t of CO<sub>2</sub>, comprising:

- direct emissions of 205,902 t;
- indirect emissions of 324,690 t.

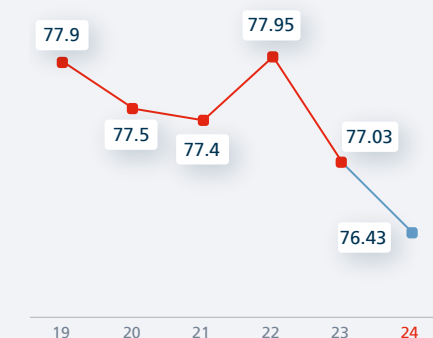
The parameter of Russian Railways' carbon intensity is a specific indicator of total direct and indirect emissions of greenhouse gases per unit of work performed (gross tkm). This indicator most accurately reflects the Company's efforts related to low-carbon development, as it does not depend on the volume of services provided.

>51%  
of the total operating  
length of railways electrified

### Direct and indirect energy-related emissions in 2019–2024<sup>1</sup>, mt of CO<sub>2</sub>



### GHG emissions per transportation volumes in 2019–2024, kg of CO<sub>2</sub> equivalent / 10 thousand gross tkm



In 2024, the carbon intensity of Russian Railways' operations was at 76.43 kg of CO<sub>2</sub> equivalent / 10 thousand tonnes gross tkm. This was mostly driven by a high degree of electrification of Russian Railways' infrastructure, with more than 51% of the total operating length of railways electrified.

The Company is implementing an Energy Savings and Energy Efficiency Programme. The following two areas make the most significant contribution:

- improving the energy efficiency of transportation operations;
- enhancing the efficiency of resource utilisation in stationary power generation.

These focus areas encompass approximately 130 initiatives that are contributing to improving traffic management, the condition of track infrastructure, increasing energy efficiency of heat generation, and more.

Other important contributors were efforts to improve energy efficiency and the performance of locomotives, processes and infrastructure facilities; and higher level of energy recovery on electric traction. Electrification of railway infrastructure reduced the volume of diesel-powered operations on a number of railways. In 2024, Russian Railways completed electrification of new and existing tracks (second tracks on sections and additional tracks at stations) with a total length of 667.8 km.

<sup>1</sup> In accordance with Order No. 371 of the Russian Ministry of Natural Resources and Environment dated 27 May 2022, and Decree No. 707 of the Russian Government dated 20 April 2022, GHG emissions are calculated only for CO<sub>2</sub>.

<sup>2</sup> The 2022 Russian Railways Sustainable Development Report presented the emissions figure as 11.5 mt of CO<sub>2</sub>. However, due to the requirement to prepare statutory reporting, this indicator was recalculated in line with the national methodology (as per Order No. 371 of the Russian Ministry of Natural Resources and Environment dated 27 May 2022).



By 2030, Russian Railways plans to electrify the Rtishchevo 1 – Kochetovka 1 section of the South-Eastern Railway with an operational length of 262 km, and Volochaevka 2 – Komsomolsk-Sortirovochny – Vanino of the Far Eastern Railway with an operational length of 820 km.

Shifting to new types of rolling stock is essential for reducing GHG emissions. To this end, Russian Railways purchases modern Russian-made rolling stock with improved environmental performance. In 2024, the hybrid shunter EMKA2 featuring domestic lithium-ion batteries and an asynchronous traction drive was certified and put into operation. The shunter will be used for road switching at passenger stations.

Alongside enhancing its traction fleet with new locomotive models, the Company is also pursuing projects to develop and introduce eco-friendly traction rolling stock. These include initiatives to bring into service gas- and hydrogen-powered rolling stock between 2027 and 2028.

### Climate projects: first results and prospects

For two years, Russian Railways explored possibilities for implementing climate projects. The Company studied and assessed possibilities of both technology-based approaches (implementing new technologies aimed at reducing or absorbing GHG emissions) and nature-based solutions (enhancing CO<sub>2</sub>-absorption capacities of various ecosystems).

We decided to implement a technological climate project to transition boilers from fuel oil to natural gas. The pilot project encompasses five boilers at stations in the Samara, Bryansk, Kursk and Kaluga Regions, and the Krasnodar Territory. The project was launched on 1 April 2023. Following the first stage completed on 30 September 2024, Russian Railways filed an application for carbon units and their registration in the Carbon Units Registry (one carbon unit is equivalent to one tonne of CO<sub>2</sub> emissions). The work results were validated and verified, and on 6 February 2025, the Company received confirmation of emissions reduced by 17,906 t of CO<sub>2</sub> equivalent.

The carbon units can potentially be used to cover the Company's emissions quota as part of an experiment in the Sakhalin Region to bring the region to net zero. An Order of the Sakhalin Region Ministry of Environment and Sustainable Development dated 27 September 2024 sets quotas for Russian Railways and other large GHG emitters. According to the quotas, these entities are supposed to gradually reduce GHG emissions starting 2024. The Company plans to have its first carbon offsetting exercise in 2025.

The ten-year project will enable the Group to reduce about 91 kt of GHG emissions. It became an important stage in gaining practical experience and building competences required to take part in the carbon regulation process. The project also demonstrated potential for rolling out such initiatives within the Company and their integration in the national carbon market framework.



## Energy efficiency

**Russian Railways maintains leadership in energy efficiency and environmental friendliness among global freight and passenger railway companies.**

### GRI 302-3

To achieve our Environmental Strategy<sup>1</sup> target in reducing carbon intensity, we take steps outlined in the Energy Strategy through 2030 with an outlook through 2035, annual Energy Savings and Energy Efficiency Programme, industry investment programmes of our branches, and programme of organisational and technical initiatives for 2020–2025<sup>2</sup>.

Every year, the Company shapes and implements the Energy Savings and Energy Efficiency Programme,

with its energy-saving initiatives taking place as part of investment programmes to upgrade fixed assets and the investment project to introduce resource saving technologies in railway transport.

In 2024, the energy-saving initiatives resulted in meeting our energy savings and energy efficiency targets.

In the reporting year, the Energy Efficiency Programme helped achieve fuel and energy savings of 5,462.6 TJ, or over RUB 6.3 bn.

A significant contribution to fuel and energy savings was made by measures to improve energy efficiency of the transportation process, with about RUB 5 bn saved as a result. These included lower electricity and diesel fuel consumption, by 540.9 m kWh and 40.6 kt respectively. The bulk of savings was achieved by improving locomotive operations (77.7%) and traffic management procedures (15.7%).

Additionally, measures to improve energy performance of traction power supply saved an additional 15.2 m kWh, which is equal to RUB 71.5 m lower costs.

### Key areas in energy saving and efficiency:

- ✓ improving the energy efficiency of transportation operations;
- ✓ developing the power grid to reduce energy losses and make it more efficient;
- ✓ using stationary and non-traction energy more efficiently.



<sup>1</sup> Approved by resolution of Russian Railways' Board of Directors dated 21 March 2025, Minutes No. 11.

<sup>2</sup> Russian Railways' Order No. 2651/r dated 27 November 2019.



At stationary power facilities, the Company implemented energy efficiency improvement projects which helped save RUB 1.3 bn, including:

RUB 589.7 m savings

due to improved performance across thermal generation facilities and heating systems



RUB 220.8 m savings

due to improved energy efficiency across processes and infrastructure



RUB 185.3 m savings

due to the introduction of LED devices, energy-efficient lighting fixtures, optimisation of the lighting operation patterns at the station railyards, terminals, technical and administrative buildings, and warehouses



Despite the challenging macroeconomic situation, Russian Railways, in cooperation with machine builders, completed development of the hybrid shunter EMKA2 featuring domestic lithium-ion batteries and an asynchronous traction drive. Now EMKA2 shunters are being tested in operation at railway stations of the Moscow Transport Hub.

Performance against energy saving and energy efficiency targets

| Target                                          | Unit of measurement | Performance against targets |        |      |                     |
|-------------------------------------------------|---------------------|-----------------------------|--------|------|---------------------|
|                                                 |                     | 2023                        |        | 2024 |                     |
|                                                 |                     | Plan                        | Actual | Plan | Actual <sup>1</sup> |
| Reduction in the energy intensity of operations | %                   | −0.6                        | −0.6   | −0.7 | −0.7                |
| Energy efficiency improvement                   | %                   | 0.6                         | 0.6    | 0.7  | 0.7                 |

Initiatives to bring into service gas- and hydrogen-powered rolling stock are slated for 2027–2028.



<sup>1</sup> Rebased to 2023.

Improving the efficiency of heat and water supply

To advance Russian Railways’ strategic objectives, improve energy efficiency, phase out non-performing facilities, optimise operating costs, and mitigate

environmental impact, the Central Directorate for Heat and Water Supply carries out annual upgrades of the heat and water supply infrastructure.

2024 highlights:

Modular coal-fired boiler houses were introduced at:

- the Krasnoyarsk-Vostochny station (Krasnoyarskaya Railway) – with a capacity of 3.2 MW;
- the Karymskaya station (Trans-Baikal Railway) – with a capacity of 1.2 MW;
- the Vysokoğornaya and Sovetskaya Gavan-Sortirovochnaya stations (Far Eastern Railway) – with a capacity of 5 MW and 3.4 MW, respectively.

Modular diesel-fired boiler houses were introduced at the Bologoye station (Oktyabrskaya Railway) – with a total capacity of 4 MW.

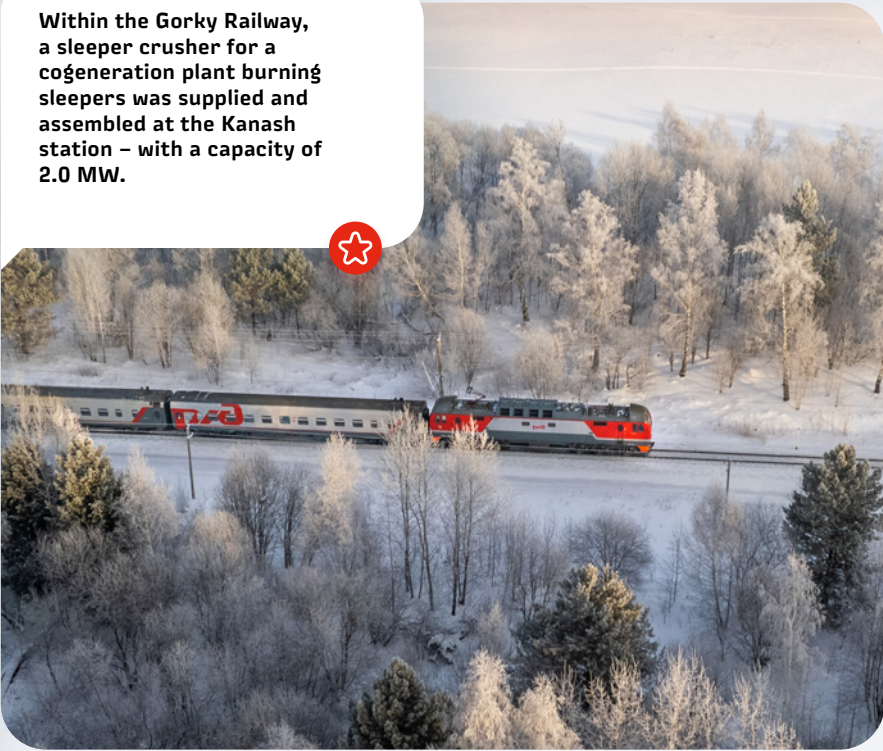
The boiler house at the Tuapse station (North Caucasus Railway) was transitioned from fuel oil to natural gas – with a capacity of 2.12 MW.

2024 saw 63 boiler houses transitioning to alternative fuel and energy sources across Russian Railways, with 55 of them not in active use.

West-Siberian Railway:

- the construction of a district coal-fired boiler house at the Karasuk station was completed – with a capacity of 11.5 MW;
- electric steam generators were supplied and assembled at the Moskovka station.

Within the Gorky Railway, a sleeper crusher for a cogeneration plant burning sleepers was supplied and assembled at the Kanash station – with a capacity of 2.0 MW.





Introduction of digital technologies

Process digitalisation and implementation of initiatives included in the Digital Transformation Strategy of Russian Railways are one of the key tools helping the Company to deliver on its long-term development plan.

As part of the Digitalisation Programme, the Central Directorate for Heat and Water Supply implemented the following in 2024.

**Advancing the Automated Accounting and Billing System for Housing and Utility Services.**

The Automated Accounting and Billing System for Housing and Utility Services was modified, which helped to:

- extend the functionality of the system;
- reduce the volume of manual input and uploading of information;
- ensure compliance with Russia's requirements for housing and utility services.

**Import substitution of the infrastructure management system.**

The Company upgraded the Unified Automated Infrastructure Management System by introducing a Unified Database of the Central Directorate for Heat and Water Supply's Facilities (now Automated Management System of the Central Directorate for Heat and Water Supply). Thanks to the project:

- a transition was made from the IBM Maximo imported platform to Jmix, a domestic one<sup>1</sup>;
- the functionality was expanded, including new upload forms, analytical tools, catalogues of equipment used at a branch, and also a more comprehensive block of economic and volume indicators;
- algorithms of would-be integration with Russian Railways' information systems were developed;
- the number of manual operations was reduced;
- the speed of receiving and processing information was accelerated;
- the efficiency and quality of production control and records were increased.

**Geodata Processing Package for Heat and Water Supply project**

In 2024, Russian Railways' Expert and Methodological Council for Digital Transformation approved a project to introduce a digital service for modelling and assessing the utilities operation modes. It will enable the Company to model, assess and analyse both existing and potential modes of utilities operation to ensure high-quality service and reduction of heat and hydraulic losses at all stages of service generation and transmission. The project is slated for 2025–2029.

**Launch of a heat and water supply facilities visualisation and in-process monitoring service**

A data presentation service for Russian Railways' infrastructure was launched and put into operation. The service will be used by the Central Directorate for Heat and Water Supply to manage heat and water supply and water disposal facilities. The service helps provide information for analysing key properties of facilities and making quick and effective management decisions. The data for the service are sourced from the Unified Database of the Central Directorate for Heat and Water Supply's Facilities (Automated Management System of the Central Directorate for Heat and Water Supply since 1 July 2025).



Air protection

GRI 3-3, 305-7

Emissions by category, kt

| Parameter                                           | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  |
|-----------------------------------------------------|-------|-------|-------|-------|-------|-------|
| Stationary sources                                  |       |       |       |       |       |       |
| Solids                                              | 11.8  | 10    | 9.3   | 8.2   | 7.7   | 7.6   |
| Carbon monoxide (CO)                                | 20.8  | 18.5  | 17.4  | 16.9  | 16.7  | 16.5  |
| Sulphur dioxide                                     | 11.9  | 10.5  | 9.5   | 8.8   | 8.1   | 8.1   |
| Nitrogen oxides                                     | 6.8   | 5.7   | 4.9   | 4.5   | 4.0   | 3.9   |
| Hydrocarbons (excluding volatile organic compounds) | 0.1   | 0.1   | 0.1   | 0.1   | 0.1   | 0.1   |
| Volatile organic compounds                          | 2.2   | 1.9   | 1.5   | 1.3   | 1.1   | 1.0   |
| Other gases and liquids                             | 0.1   | 0.1   | 0.1   | 0.1   | 0.1   | 0     |
| Mobile sources (diesel locomotives)                 |       |       |       |       |       |       |
| Carbon monoxide (CO)                                | 30.7  | 28.7  | 29.4  | 25.6  | 30.1  | 29.6  |
| Hydrocarbons                                        | 15.7  | 14.6  | 15.1  | 15.5  | 14.3  | 14.6  |
| Nitrogen oxides                                     | 113.5 | 105.5 | 108.8 | 103.2 | 110.7 | 107.4 |
| Soot                                                | 6.9   | 6.4   | 6.6   | 6.0   | 6.7   | 6.6   |



In its operations, Russian Railways seeks to minimise air pollutant emissions from stationary and mobile sources. The Company conducts regular internal checks of mainline and shunting diesel locomotives and track maintenance equipment for compliance with technical standards for air pollutant emissions through the use of environmental monitoring points furnished with diagnostics facilities. Emissions are also measured following diesel locomotive rheostat testing.

<sup>1</sup> Register of Russian Software, entry No. 12044 dated 18 November 2021.



## Stationary sources

Emissions from stationary sources make up around 18.5% of all emissions by Russian Railways.

As part of the corporate Environmental Strategy, the Company cut its pollutant emissions from stationary sources in 2024 by 1.1% y-o-y, exceeding the target of 1.0%. We are achieving these reductions through constructing new boiler houses, reconstructing existing ones, and converting facilities to more environmentally safe fuel types.

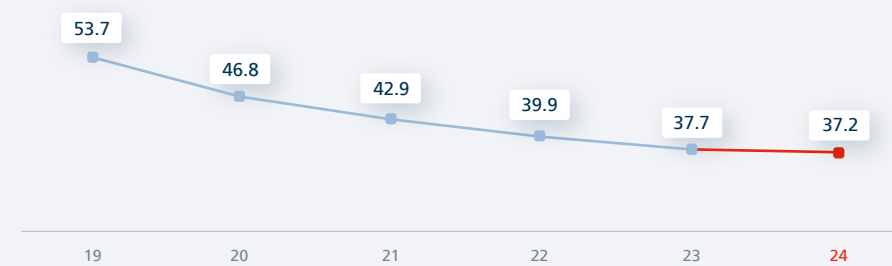
During 2024, we decommissioned 21 boiler houses (including 19 not in active use) and converted 63 boiler houses to alternative fuel and energy sources (55 of which were not in active use). Currently, gas boilers produce as much as 48.3% of heat energy

We are also increasing the share of alternative energy used in hot water and heat supply systems (solar collectors and heat pumps). We replaced small coal and diesel boilers with 48 boiler houses running on pellet fuel.

**48.3%**  
share of heat energy produced by gas boilers

**48** boilers  
running on pellet fuel

Air pollutant emissions from stationary sources, kt



## Mobile sources

Emissions from mobile sources make up around 81.5% of gross emissions of which approximately 88.5% come from mainline and shunting diesel locomotives. Initiatives to make transportation more energy efficient helped us reduce diesel driven transportation, cut downtime and time to cover delay for passenger trains, and decrease per unit diesel consumption in train traction. Thanks to these measures, per unit emissions

of pollutants into the air from mobile sources came in at 36.65 mg/tkm – below our target value of 36.7 mg/tkm.

**81.5%**  
of gross emissions from mobile sources make up



## Waste management

GRI 3-3, 306-2

Russian Railways views efficient waste management as a prerequisite for transitioning to the circular economy. In the long run, the Company seeks to minimise waste sent to landfills by increasing its processing.

### Production and consumption waste

GRI 306-3, 306-4, 306-5

In 2024, Russian Railways generated 1.468 mt of production and consumption waste, of which 0.056 mt was disposed of or decontaminated by the Company's units.

In 2024, the share of production and consumption waste sent to be buried amounted to 11.7%, which is in line with the 2023 performance and 1.1% above the innovative scenario of Russian Railways' Environmental Strategy (the target for 2024 is 12.8%).

The Russian Railways Group's processes result in production and consumption waste of various hazard classes.

**0.056** mt  
of production and consumption waste recycled and treated by the Company's units

Given the waste generated by other business units in 2024

**1.52** mt of waste was transferred to third parties,

including:

**1.19** mt  
for subsequent disposal

**0.15** mt  
for decontamination

**0.18** mt  
for burial





Structure of waste generation by hazard class in the reporting year

In 2024, Russian Railways generated 1.468 kt of production and consumption waste:

- Hazard class 1 – 0.1543 t;
- Hazard class 2 – 0.1498 t;
- Hazard class 3 – 108,160 t;
- Hazard class 4 – 171,940 t;
- Hazard class 5 – 1,187,850 t.

In 2024, we approved a Roadmap for Implementing Comprehensive Measures to Control and Maintain the Railway Infrastructure Area in Accordance with Sanitary and Epidemiological Legislation Requirements (No. 925 dated 21 May 2024), as well as Russian Railways’ Order No. 3339/r dated 27 December 2024 On Improving Control Over Maintenance of Railway Infrastructure Area and Response when Instances of Pollution by External Sources are Identified.

We approved the fourth edition of the Russian Railways Group’s Production and Consumer Waste Catalogue (No. TsBT-35 dated 21 March 2024).

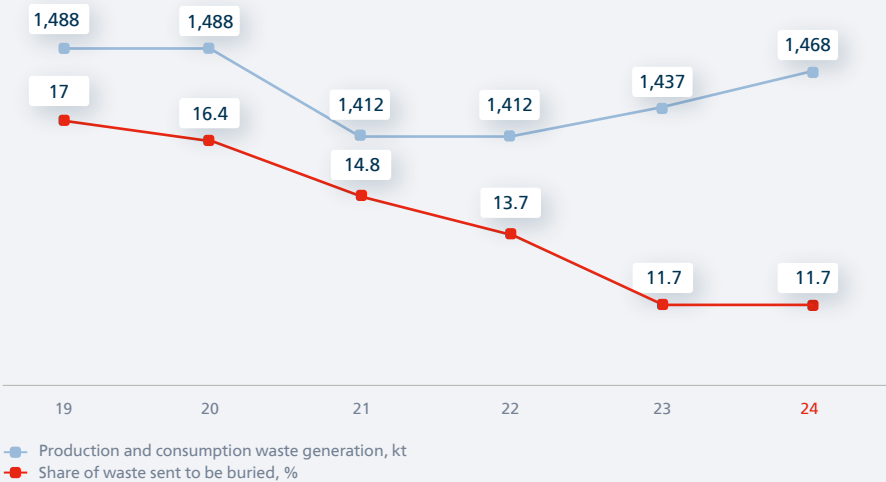
Together with the Research Institute for Digitalisation, Automation and Telecommunications in the Railway Industry, in 2024 the Company focused on developing Russian Railways’ Production and Consumption Waste Management Concepts, relying on the principles of circular economy.

Around 85% of the waste generated by Russian Railways is decontaminated, reused or recycled. Most of it (ferrous and non-ferrous scrap metals and used petroleum products) is handled by waste processing professionals. In addition, waste is disposed of and decontaminated in accordance with the classes 1–4 waste management licence obtained by Russian Railways<sup>1</sup>.

As part of agreement between Russian Railways and the Russian Environmental Operator No. 152 dated 16 November 2022, we carried out work to organise a system for handling production and consumption waste generated in our production and economic activities in line with circular economy principles.

~85% of the waste generated is decontaminated, reused or recycled

Waste generation and waste sent to landfills<sup>2</sup>



<sup>1</sup> No. L020-00113-77/00114264 dated 21 August 2012  
<sup>2</sup> The share is calculated based on waste generated (taking into account waste accumulated as at the beginning of the period) and sent to be buried (including municipal solid waste transferred to a regional operator) in the reporting period in accordance with the 2-TP federal statistic form (waste) as regards reporting of industrial and consumer waste generated, processed, disposed of, decontaminated and sent to landfills.

Waste management

Waste disposal in 2024

| Hazard class of waste | Disposed of at the Company’s own facilities, kt | Transferred to third parties for disposal, kt |
|-----------------------|-------------------------------------------------|-----------------------------------------------|
| Hazard class 3        | 0.049                                           | 22.916                                        |
| Hazard class 4        | 1.005                                           | 7.527                                         |
| Hazard class 5        | 50.663                                          | 1,163.104                                     |

Waste decontamination and burial in 2024

| Hazard class of waste | Decontaminated at the Company’s own facilities, kt | Transferred to third parties for decontamination, kt | Transfer of MSW to regional operators, kt | Transfer of waste for burial (except MSW), kt |
|-----------------------|----------------------------------------------------|------------------------------------------------------|-------------------------------------------|-----------------------------------------------|
| Hazard class 1        | 0                                                  | 0.139                                                | 0                                         | 0                                             |
| Hazard class 2        | 0.006                                              | 0.059                                                | 0                                         | 0                                             |
| Hazard class 3        | 4.209                                              | 95.996                                               | 0                                         | 0.048                                         |
| Hazard class 4        | 0.052                                              | 48.515                                               | 103.441                                   | 13.265                                        |
| Hazard class 5        | 0                                                  | 1.064                                                | 45.786                                    | 16.989                                        |

We are progressively implementing a policy to foster sustainable waste management practices relying on circular economy principles. In 2024, we took various steps to increase the share of reused or recycled waste.

The thermal neutralisation facility of the Research and Production Centre for the Environmental Protection located at the Tagul railway station decontaminated 59,786 used wooden sleepers, or 4.19 kt of production waste.

Faustovo, Yanaul and Podvoloshnaya railway stations operate facilities to recycle reinforced concrete sleepers into crushed aggregate for construction and clean scrap reinforcement steel. In 2024, we processed 38,844 reinforced concrete sleepers.

The reporting year saw a cogeneration unit at the Chernyakhovsk railway station of the Kaliningrad Railway consume hard fuel made of 26,710 wooden rails, generating 3,630 Gcal of heat and saving 493,210 cu m of natural gas.

The Ukladochny, Perm-Sortirovochnaya, Tulun, Smolensk, and Reshetnikovo railway stations operate five disposal units for industrial rubber products. In 2024, the units recycled 610 t of waste, producing 429 t of rubber granules and 12,000 sq m of rubber flooring.

38,844 reinforced concrete sleepers in 2024, we processed



Russian Railways operates facilities to handle railway-specific waste, including wooden and reinforced concrete sleepers, rubber waste products, and oil-containing waste. The Company is also implementing electronic document management and replacing mercury-containing lamps with environmentally friendly, energy-efficient lighting solutions, among other initiatives.

An example of how we implement circular economy principles is the processing of rubber products at five technology lines located at the Ukladochny railway station of the West-Siberian Railway, the Perm-Sortirovochnaya railway station of the Sverdlovskaya Railway, the Tulun railway station of the East-Siberian Railway, the Smolensk station of the Moscow Railway, and the Reshetnikovo station of the October Railway.

Russian Railways' passenger transportation business unit implements standard solutions for separate waste accumulation by engaging cleaning and outsourcing companies.

By Russian Railways' Order No. 103/r dated 17 January 2024, the Standard Cleaning Technology for Railway Station Complexes of the Railway Station Directorate was approved to replace the previously existing one, which strengthens responsibility for mixing different types of secondary materials with unsorted solid waste collected from litter bins and introduces penalty sanctions against cleaning companies.

The reporting year also saw 2,644 t of paper, cardboard, glass, plastic, and household aluminium waste sent for disposal (up 181 t or 7% compared to 2,463 t in 2023).

In 2024, 284 passenger infrastructure facilities were furnished with 376 reverse vending machines collecting plastic bottles and aluminium cans, with a bonus system in place for passengers. The reporting year saw 100,000 passengers hand over around 5.9 million containers, or 190.9 t of secondary materials, for recycling, including 80% of plastic waste and 20% of household aluminium. Compared to 2023, the number of reverse vending machines increased 1.7 times (from 216 in 2023).

In 2024, the Central Directorate for Passenger Service installed reverse vending machines at transport interchange hubs of the Moscow Central Circle and Moscow Central Diameters.

“We continuously take measures to control and maintain the railway infrastructure area in accordance with sanitary and epidemiological legislation requirements. In 2024, we approved a Roadmap to improve this work, with target objectives including preventing railway infrastructure area pollution violations and engaging in awareness raising efforts among passengers and residents of adjacent habitable areas. Environmental focus with passenger involvement in the Russian Railways ecosystem represents one of our core values.”

**Chief Engineer of the Central Directorate of Infrastructure**

### Separate waste collection on Sapsan trains

Russian Railways implemented separate collection of paper (newspapers and magazines) and plastics on its high-speed Sapsan trains. Cars feature labelled stationary containers to collect recyclables. Trains also have specially designed mobile collection trolleys. During the trip, passengers are encouraged to separate waste into two groups.

In 2024, Sapsan trains collected and sent 46.52 t of paper and plastic waste for recycling, along with used seat covers.

The High-Speed Transportation Directorate raises awareness about Russian Railways' responsible approach to the environment by means of on-board videos, publications in newspapers and magazines, social media and on-board catering activities.



## Water resources

### GRI 303-2

The main goal of Russian Railways in water resources management is to curb water use and reduce wastewater discharges on land and into surface water bodies.

The Company withdraws water from surface and underground sources solely in accordance with the applicable laws (under water use agreements and extraction licences), without causing any significant environmental impact. None of the regions of the Company's operations are classified as areas with water stress.



## Water consumption

### GRI 303-5

In 2024, Russian Railways used 59.36 mcm of water, a reduction of 3% (1.83 mcm) y-o-y, including 52% for utility and drinking needs (30.65 mcm) and 48% for process needs (28.71 mcm).

In circulating water supply and recycling water supply systems, water consumption in 2024 stood at 2,103,400 cu m and 110,500 cu m respectively.

To ensure sanitary and epidemiological safety for consumers, the Railway Hygiene and Epidemiology Centre performs regular drinking water quality checks at the Company's facilities.

Russian Railways is implementing a Clear Water project to upgrade railway water supply systems and align the quality

of water supplied to consumers with standards set by the Russian sanitation and environmental laws. It is part of Russian Railways' Programme for Improving Drinking Water Supply at Railways. The programme features the construction of new and renovation of existing water supply networks; the implementation of de-ironing systems; the procurement and installation of both modular water treatment plants and local industrial water treatment systems.

In 2024, we modernised the drinking water treatment system at the Mayak children's health camp at Petyayarvi station.

### Water use by Russian Railways, mcm





## Wastewater discharge

### GRI 303-4, 303-2

In 2024, the Company's wastewater discharge totalled 143.46 mcm, including 31.89 mcm discharged into municipal sewage systems and 111.57 mcm released into the environment.

Key laws and regulations on wastewater discharge and treatment limits followed by the Company:

- Federal Law No. 7-FZ On Environmental Protection dated 10 January 2002<sup>1</sup>;
- List of pollutants subject to state regulation in the area of environmental protection<sup>2</sup>;
- Order No. 1118 of the Russian Ministry of Natural Resources and Environment dated 29 December 2020 On Approval of the Methodology for the Development of Standards for Permissible Discharges of Pollutants into Water Bodies for Water Users.

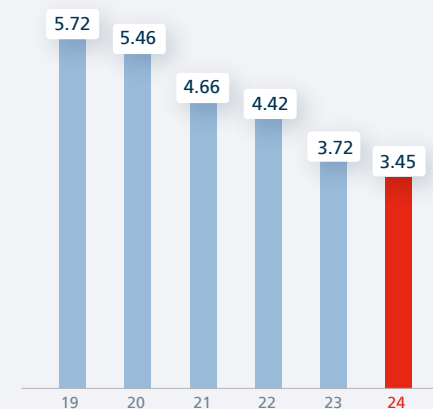
In the reporting year, the Group's wastewater discharges into surface water bodies and on land amounted to 3.45 mcm, with

- insufficiently treated wastewater coming in at 3.454 mcm;
- untreated wastewater at 0.002 mcm.

As compared to 2023, wastewater discharge went down by 7.2% (target – 3.9%).

As at the end of 2024, the Company's divisions operate 444 treatment facilities: 302 local and 142 sewage treatment facilities (local treatment facilities discharge to centralised sewerage systems, sewage facilities discharge to the environment), including 302 treatment facilities

### Polluted wastewater discharge into surface water bodies and on land, mcm



discharging to disposal networks, 116 discharging to water bodies, and 26 discharging on land.

306 treatment facilities are in satisfactory condition, 70 require overhaul or upgrade, and 68 treatment facilities are currently not operational (mothballed or inoperable).

We primarily treat wastewater for petroleum products, particulate matter, sulphate ion, chloride ion, phosphate ion, iron, nitrite ion, nitrate ion, surfactants, biochemical oxygen demand (BOD), and ammonium ion.

In 2024, we completed construction and upgrades of four treatment facilities at Orekhovo-Zuevo and Orel stations (Moscow Railway), Moskovka (West-Siberian Railway), and Ufa (Kuybyshevskaya Railway) to improve wastewater quality.

### 2025 targets

For 2025, compared to 2024 results, Russian Railways aims to reduce discharge of polluted wastewater into water bodies and on land by 1.6%.

### Approach to setting discharge limits for main pollutants

We establish permissible discharge standards depending on the category of the facility with a negative environmental impact, according to provisions of articles 22 and 31.1 of Federal Law No. 7-FZ On Environmental Protection dated 10 January 2002.

We develop permissible discharge standards based on the Methodology approved by order No. 1118 of the Ministry of Natural Resources and Environment dated 29 December 2020.

According to paragraph 17 of the Methodology, the regulated substances list includes substances provided for in the list of pollutants subject to state regulation measures in environmental protection, approved by Order No. 2909-r of the Russian Government dated 20 October 2023, and is formed based on initial information about substance use at specific facilities and analysis of source and wastewater quality data.

## Eliminating pollution and restoring ecosystems: addressing accumulated environmental damage

The elimination of accumulated environmental damage is a key priority in the Russian state environmental policy as set out by both the National Security Strategy<sup>1</sup> and the Environmental Security Strategy of the Russian Federation through 2025<sup>2</sup>.

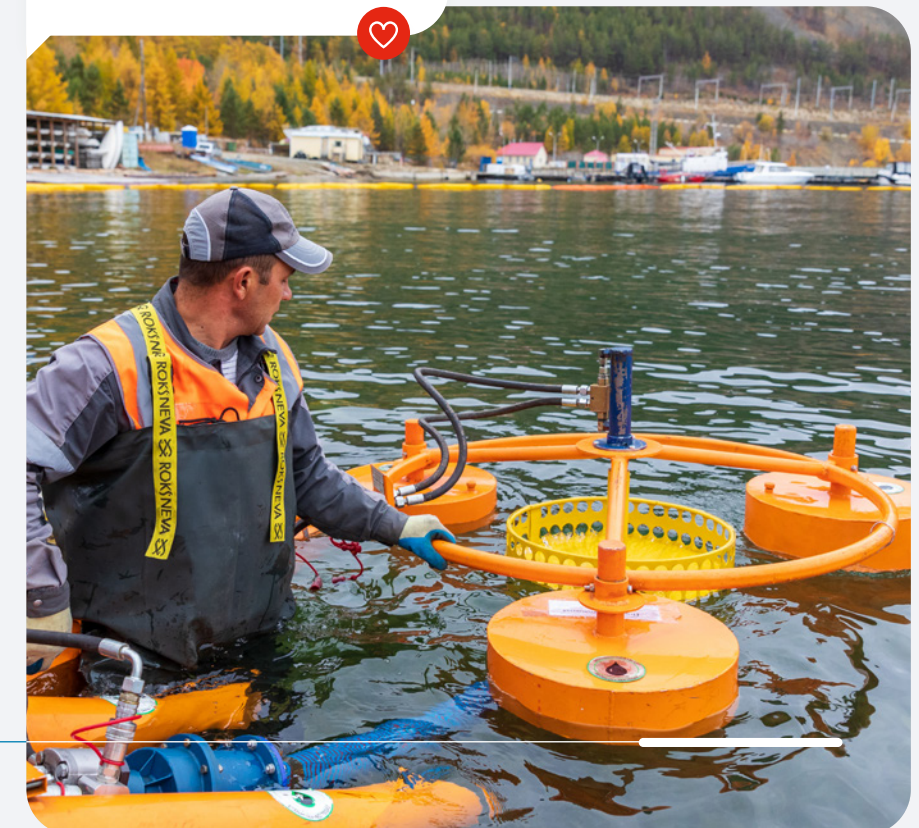
Russian Railways has been systematically implementing measures to address and eliminate sites with accumulated environmental damage. The Company's Environmental Strategy through 2030 with an outlook through 2035 sets specific target parameters for the elimination of accumulated environmental damage on Russian Railways' territory and other areas affected by past railway transport activities.

To meet these established goals, Russian Railways annually executes a series of initiatives to eliminate units with accumulated environmental damage.

In 2024, we completely eliminated eight sites with accumulated environmental damage at the Perm, Sychyovka, Kudayevsky, Nickel, Dyoma, Tver, Lyangasovo, and Pinyug stations.

> RUB 1.5 bn  
allocated for remediating sites with accumulated environmental damage from 2018 to 2024

40 sites  
with accumulated environmental damage remediated between 2018 and 2024



<sup>1</sup> Discharge standards and limits are set forth by the Federal Supervisory Natural Resource Management Service.

<sup>2</sup> Approved by the Russian Government's Order No. 2909-r dated 20 October 2023. Section II contains a list of 265 key substances for which discharges are treated.

<sup>1</sup> Approved by the Russian President's Decree No. 400 dated 2 July 2021.

<sup>2</sup> Approved by the Russian President's Decree No. 176 dated 19 April 2017.



# Noise and vibration

Urban density comes with certain physical impacts, primarily noise. Transport is among the sources of acoustic discomfort in urban areas. In view of this, the Company places special emphasis on minimising adverse physical factors and takes steps to reduce acoustic impact and vibration.

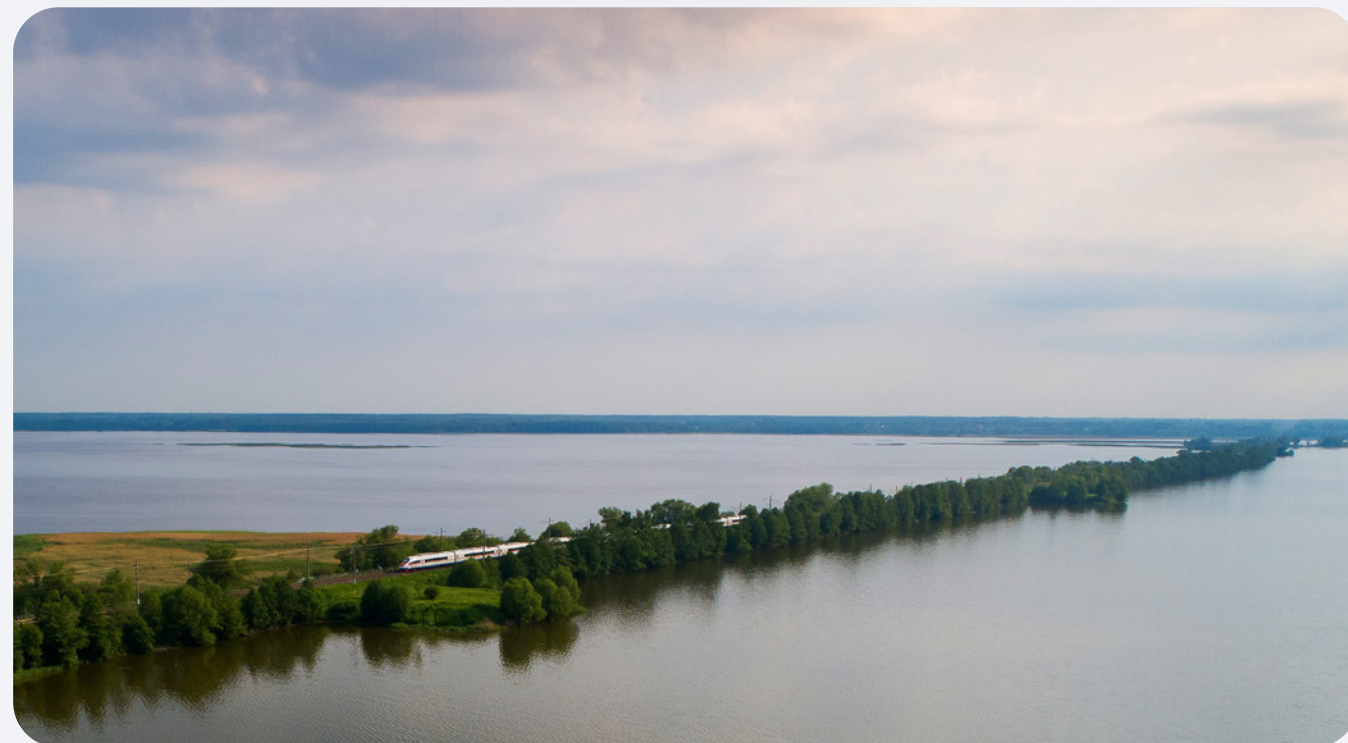
In 2024, railway environmental protection centres developed 28 noise maps to inform collaborative efforts with local authorities to bring down noise levels in residential areas to acceptable levels and implement effective noise protection measures.

As part of implementing the roadmap for comprehensive studies on railway-related noise pollution, provided for in Russian Railways' R&D plan, we conducted field measurements of noise levels and characteristics from rolling stock and its individual units and mechanisms. In 2025, we plan to analyse obtained data and form a database of noise spectral characteristics. Research results will help develop organisational and technical solutions aimed at reducing external noise from railway rolling stock.

Following efforts organised by Russian Railways to interact with federal executive bodies on reducing excessive acoustic impact of railway transport on residential housing areas and residential and public buildings, Order No. 756 of Head of the Federal Service for Oversight of Consumer Rights Protection and Welfare Anna Popova dated 3 October 2024 created a working group to prepare proposals on methodology, standardisation, and assessment of noise impact from railway transport operation.

**As part of implementing our comprehensive medium-term target programme to reduce noise impact and vibration levels from railway rolling stock and infrastructure facility operations, we carried out these measures in 2024:**

- laid 4,300 km of continuous welded rails;
- ground 28,500 km of rails;
- ground 1,000 interlocked turnouts;
- welded 47,400 rail joints using the aluminothermic method;
- installed 21.4 million high-elasticity rail pads;
- planted 12,600 trees and 31,800 shrubs;
- installed 35 km of noise protection screens;
- checked notification system operation at 1,868 stations.



# Biodiversity conservation

GRI 304-2, 304-3

In 2024, Russian Railways continued carrying out biodiversity conservation projects, including awareness raising initiatives, aimed at protecting rare and endangered species listed in the Red Book.

## Green spaces

Annual participation of Company employees and their families in various campaigns and clean-up days – during which we plant trees and shrubs while cleaning up urban territories and waterfronts – has become a cherished tradition. In total, we planted more than 420,000 seedlings in 2024.



# 420,000

young trees planted in 2024  
across an area equivalent  
to 107 football fields

## Green Trains and awareness raising for passengers

As part of our environmental awareness raising work and passenger engagement in environmental matters, Green Trains operate throughout Russian Railways. These specially designed trains feature thematic styling and are equipped with environmental audio and video materials. We display educational posters about our environmental activities, specially protected natural areas, and images of cartoon eco-pupils (defenders of nature) on trains and infrastructure facilities.

Throughout 2024, we conducted a comprehensive information and awareness raising campaign at railway stations. We broadcast environmental audio and video clips, organised exhibitions (including photo exhibitions and children's drawing exhibitions), and installed stands and posters dedicated to the environment and nature protection.

- At the Tyumen station (Sverdlovskaya Railway), we collaborated with the Green Round Dance public environmental movement to install an art object for collecting plastic caps.
- At several Trans-Baikal Railway stations – Chita-2, Petrovsky Zavod, Borzha, Zabaikalsk and Chernyshevsk – we installed ten awareness raising stands showcasing specially protected natural areas: Alkhanay National Park, Chikoy National Park, Sokhondo Nature Reserve and Daursky Nature Reserve. We also held photo exhibitions titled Amazing Wetland World of Dauria and Multifaceted Dauria at the Chita-2 station, celebrating the 35th anniversary of the Daursky Nature Reserve.
- At the Voronezh, Belgorod, Lipetsk, and Kersanov stations of the South-Eastern Railway, we showcased videos highlighting the unique nature of the Divnogorye museum-reserve.
- In Moscow (Yaroslavsky and Paveletsky stations) and St Petersburg (Baltiysky and Ladozhsky stations), we organised environmental photo exhibitions – Ecology Matters for Everyone and Immersion in Nature.
- At the Astrakhan station of the Privolzhskaya Railway, we simultaneously organised six environmental master classes in September 2024.
- At the Novosibirsk-Glavny station of the West-Siberian Railway, we showcased drawings from the international prize titled Ecology Matters for Everyone.



## Educational programmes for children and youth

Russian Railways consistently develops initiatives that foster environmental responsibility in children and youth while actively involving them in environmental projects and actions.

### Action Team project

Our Environmental Action Team project cultivates environmentally responsible behaviour, promotes healthy lifestyles, supports veterans and orphanages, and organises charitable actions, community work days and environmental festivals. Education facilities and children's railways have set up 130 environmental action teams.

**In 2024, we created 144 children's corners with Eco-Pupils themes at railway stations as part of our educational programmes.**

Through the All-Russian relay called Eco-Pupils Train, approved at the 10th Nevsky International Ecological Congress, we conducted eight stages in 2024. Activities included the Days of Eco-Pupils, competitions and actions implemented at venues throughout our network.

**Students from Russian Railways educational institutions actively participated in international, all-Russian and regional events, including:**

- International Children and Youth Prize titled Ecology Matters for Everyone (more than 1,400 student applications submitted in 2024);
- All-Russian Children's Environmental Forum;
- 15th International Environmental School at Lake Baikal;
- Eco-Pupils programmes: Pre-Schoolers, Eco-Pupils, and Eco-Pupils, Young Defenders of Nature programmes.



## Biodiversity conservation measures implemented in 2024

In 2024, we continued implementing initiatives under the Action Plan to protect Lake Baikal's natural territory:

- using mobile environmental stations, we conducted over 8,300 environmental studies (on natural water, air, soil, and noise) as part of industrial environmental control and environmental monitoring at construction and reconstruction sites within the central zone of Lake Baikal's natural territory;
- we implemented separate waste collection in electric trains, stations, and stops along the Circum-Baikal Railway, utilising hydraulic presses for waste preparation;
- during construction and upgrade projects, our restoration measures included reforestation work: while logging 6.9 ha, we planted 41.5 ha

of forest plantations (91,345 trees), achieving a 6:1 ratio of planting area to logging;

- as part of additional environmental actions in 2024, we planted 32,075 tree seedlings in forests of Lake Baikal's natural territory, including with participation from volunteers representing the East-Siberian Railway;
- the Sacred World photo exhibition by the Zapovednoye Pribaikalye state-run nature reserve administration was displayed at the Irkutsk-Passazhirsky station and also shown at the Ulan-Ude station. These mobile pop-up displays featured images of Trans-Baikal nature, rare and endemic flora and fauna species. We installed information stands at the Irkutsk-Passazhirsky, Ulan-Ude, Taksimo and Padunskie Porogi stations of the East-Siberian

Railway, presenting information about environmental measures within the Baikal–Amur and Trans-Siberian Mainlines upgrade investment projects.

- at the Slyudyanka I station, we updated an interactive environmental exposition dedicated to Lake Baikal by replacing the photo zone, adding a copper products exposition, and updating the mineral display.

### Russian Railways' contribution to biodiversity conservation in Southern Baikal area

In 2024, following comprehensive work with Russian Railways financial support, the Talovskoye lake and wetland ecosystem received specially protected area status through the Irkutsk Region's government decree No. 390-pp dated 20 May 2024. This unique 80 ha natural area sits within the South Baikal migration corridor and provides habitat for 36 bird species and 3 mammal species listed in the Red Books of Russia and the Irkutsk Region.

Russian Railways contributes significantly to regional biodiversity conservation, supporting rare species protection and preserving natural balance in this unique part of our country.





# SOCIAL ➔ ASPECT

For the sixth year running, the Company remains a

## Top 3

employer in the people's rating of Russia's best employers compiled by VCIOM (Russian Public Opinion Research Centre)

In 2024, Russian Railways received

## 17

prestigious professional community awards and maintained high positions in Russian employer ratings



### Fostering corporate culture

In 2024, Russian Railways launched the Internal Communicators Community project to build a community of proactive employees who develop corporate culture. More than 500 internal communicators conducted over 2,000 events reaching more than 20,000 people.



### Offering equal opportunities

The Company is expanding the list of railway jobs available to women. Russian Railways offers women an opportunity to work as operators and assistant operators of rolling stock, as well as choose other professions that have traditionally been associated with men. As at the end of 2024, 328 women were trained and offered employment as operators and assistant operators.



### Delivering on our obligations

The average monthly salary across all Russian Railways' operations increased by 16.4% y-o-y to RUB 99,300 (RUB 85,273 in 2023), while real company-wide salaries grew by 7.4%.



### Protecting people's health in the regions

To boost access to first medical aid, there are 14 mobile medical units in operation. In August 2024, we launched the Saint Panteleimon unique mobile consultative and diagnostic centre.





# Social and HR Policy

## Approach to HR management

### A key focus of Russian Railways' social and HR policy is to develop human capital.

The Company runs projects promoting continuous training, employee motivation and occupational health, as well as projects aiming to shape a stable and favourable working environment.

Our Human Capital Development Programme drives our main goal: providing the Company with qualified and motivated personnel by creating conditions that increase their efficiency and involvement in solving corporate challenges. The Programme outlines our strategic vision for human capital development, covering all stages of the employee life cycle.

### Russian Railways' HR management system

#### Seven key principles

1. **Respect:** for employees, the Company's business units, and the state.
2. **Feedback:** constant monitoring of feedback from the Company's employees and units.
3. **Efficiency:** prompt response to business unit requests and external challenges.
4. **Proactivity:** providing employees with proactive services.
5. **Engagement:** involving managers in HR management processes.

6. **Innovation:** using advanced technologies and practices.
7. **Digitalisation:** focus on maximum digitisation of routine operations and increased process efficiency.

### Underlying HR management documents

#### International and domestic documents:

- UN Universal Declaration of Human Rights
- UN Global Compact
- International Labour Organisation (ILO) Conventions
- Labour legislation in the countries of operation
- Social Charter of the Russian Business developed by the Russian Union of Industrialists and Entrepreneurs (RSPP)

#### Corporate documents:

- Russian Railways' Collective Bargaining Agreement for 2023–2025<sup>1</sup>;
- Russian Railways' Code of Business Ethics<sup>2</sup>;
- Russian Railways' Human Capital Development Programme until 2025<sup>3</sup>;
- Russian Railways' Youth Target Programme for 2021–2025<sup>4</sup>;
- Russian Railways' Framework for Promotion of Professional Guidance until 2025<sup>5</sup>;
- Programme of Russian Railways' Interaction with Railway Universities until 2025<sup>6</sup>;
- Russian Railways' Housing Policy Framework<sup>7</sup>;

- Regulation on the Compensated Social Package Provided to Russian Railways' Employees<sup>8</sup>;
- Regulation on Private Pension Schemes for Employees of Russian Railways<sup>9</sup>;
- Russian Railways' Veterans Target Programme for 2021–2025<sup>10</sup>;
- Russian Railways' Corporate Volunteering target programme for 2023–2030<sup>11</sup>;
- Regulations on Railway Worker Dynasties<sup>12</sup>.

As one of the country's largest employers, Russian Railways promotes and prioritises principles of social responsibility to employees, society, and the government.

We work to attract top talent, motivate and develop employees according to current industry needs. By offering a wealth of opportunities to build career and grow professionally, Russian Railways seeks to make sure every employee is part of the team and can fully unlock their potential.

To nurture its talent pool, the Company takes steps to upskill and multiskill employees, expand their roles, and redistribute labour force to the areas in urgent need.

- Through our Programme of Interaction with Railway Universities, we implement measures to improve education quality: teacher development, equipping educational spaces, and grants for students. We have created 194 branded educational

spaces designed in our corporate style across railway universities, including 20 simulator training facilities created in 2024.

- We established a total of 17 industry-specific on-site training centres (including five clusters winning the 2024 competition) as part of the Professionalitet federal project, with over 2,300 sponsored students admitted to training.
- Our network of training centres operates for training blue-collar personnel: more than 230,300 people trained in 2024, trainees receive scholarships, and all who complete training are guaranteed employment in the Company.
- Russian Railways' Corporate University serves as our main partner in implementing and replicating modern educational programmes and advanced methods of developing high-potential employees. The University offers more than 300 programmes for managers and office workers in key areas: talent pool, professional competence development, digitalisation, efficiency, and labour safety.
- The number of open courses in Russian Railways' distance learning system exceeded 1,700. We continue with our Knowledge Hour project enabling employees to use one work hour per month for continuous professional learning and skill building through remote resources.

► For more details on the Company's education system, see p. 97-99

- To attract young people motivated to pursue railway professions and specialities, Russian Railways offers systematic career guidance to students.

► For more details on raising the profile of railway worker professions, see p. 143-145

- To develop professional skills and practice actions in non-standard situations, we hold the Russian Railways Skills Competition. More than 13,000 employees participated in the 2024 regional stages.
- Efforts to roll out centralised HR management were ongoing. By the end of 2024, 11 social and HR centres operate in total, serving over 376,000 Company employees.

effective Board work on setting up governance bodies and developing transparent remuneration policies for their members.

Russian Railways' Deputy CEO for HR Management, Social Development and Healthcare is in charge of managing human capital in the Group, whereas key human capital management responsibilities are distributed between the HR Department, Labour Management, Remuneration and Performance Motivation Department, Social Development Department, Workers Training and Development Centre, and Employer Brand and Human Capital Development Centre, Central Healthcare Directorate, Centre for Labour Management and Design of Economic Standards.

### HR management structure

Achievement of strategic goals in personnel management falls within the remit of Russian Railways' Board of Directors, which has a Personnel and Remuneration Committee that ensures



<sup>1</sup> Russian Railways' Order No. 3446/r dated 26 December 2022.

<sup>2</sup> Russian Railways' Order No. 1792/r dated 18 July 2023.

<sup>3</sup> Russian Railways' Order No. 2757/r dated 14 December 2020.

<sup>4</sup> Russian Railways' Order No. 2767/r dated 15 December 2020.

<sup>5</sup> Approved by Russian Railways' Management Board (Minutes No. 9 dated 11 February 2019).

<sup>6</sup> Approved by Russian Railways' Order No. 58 dated 22 January 2020.

<sup>7</sup> Russian Railways' Order No. 1555/r dated 21 July 2020.

<sup>8</sup> Russian Railways' Order No. 456r dated 4 March 2011.

<sup>9</sup> Russian Railways' Order No. 2580r dated 28 December 2006.

<sup>10</sup> Approved by Russian Railways' Management Board (Minutes No. 52 dated 6 October 2020).

<sup>11</sup> Approved by Russian Railways' Management Board (Minutes No. 86 dated 5 December 2022).

<sup>12</sup> Russian Railways' Order No. 1051/r dated 02 May 2023.





Deputy CEO for HR Management, Social Development and Healthcare

Units of the Executive Office

**HR Department**

- Conducts a unified corporate policy in personnel management
- Determines staffing requirements and sources
- Oversees employee engagement and improves labour efficiency
- Manages recruitment, talent pool, and employee training
- Ensures non-financial incentives for employees

**Labour Management, Remuneration and Performance Motivation Department**

- Drafts and implements the remuneration policy
- Makes working arrangements and manages the work-life balance
- Implements a corporate policy in organisational development
- Creates a culture of continuous improvement, knowledge base, and best practices to improve operating labour productivity

**Social Development Department**

- Develops and implements the social policy
- Makes arrangements for pension plans, housing and charity programmes
- Provides leisure activities and health resort treatment for employees, their families and retirees
- Holds cultural and sporting events

Structural units

**Central Healthcare Directorate**

- Drafts and implements the policy on healthcare, medical support for traffic safety, medical care and health resort treatment
- Provides methodological guidance for healthcare institutions and exercises control over them

**Employer Brand and Human Capital Development Centre**

- Fosters a positive employer brand image for Russian Railways
- Boosts Russian Railways' attractiveness as an employer
- Develops tools to communicate Russian Railways' values to employees and potential job applicants

- Designs and implements personnel management solutions

Branches of Russian Railways

**Central Healthcare Directorate**

- Drafts and implements the policy on healthcare, medical support for traffic safety, medical care and health resort treatment
- Provides methodological guidance for healthcare institutions and exercises control over them

**Centre for Labour Management and Design of Economic Standards**

- Carries out research into labour processes, planning economic standards, and introduces cutting edge formats of labour and production management
- Improves standards and methodologies that help reduce labour costs and material expenses of Russian Railways' branches and structural units

Social risks

The Company addresses social risks with regard to its employees and retirees as well as other social partnership entities. As regards the risk of ineffective social policy, we primarily aim at creating sustainable working environment, fulfilling obligations under the Collective Bargaining Agreement and supporting a positive image of Russian Railways to prevent weakening of labour productivity, staff motivation and overall performance, as well as avoid labour disputes and strikes. The key areas of

social risks include HR management, compensation and incentives, social development and healthcare.

In 2024, the following measures were taken to mitigate these risks:

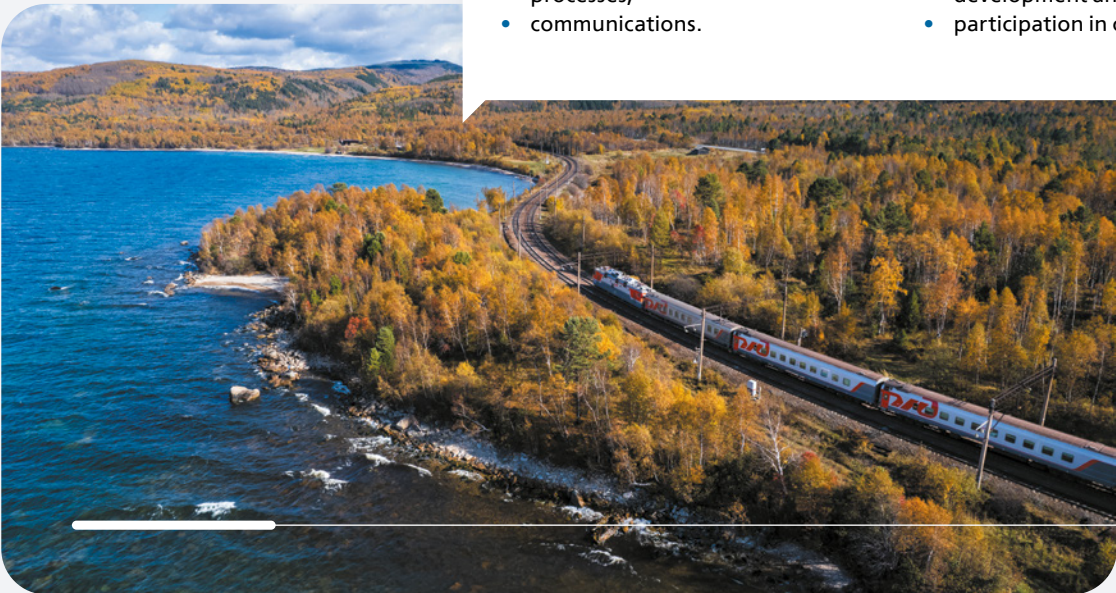
- employee training;
- improvement and development of social benefits and guarantees for Russian Railways' employees and retirees;
- update of Russian Railways' regulations;

- analysis of performance under the Collective Bargaining Agreement;
- adjustment of the strategy for the social policy to factor in external and internal factors;
- staff monitoring, continuous information sharing through corporate media, addressing public queries, participation in employee meetings;
- development/fine-tuning of automated accounting and reporting systems and digital services.

Stronger employer brand

Russian Railways continues its efforts to enhance the Group's appeal and competitiveness in the labour market.

The employer value proposition adopted by the Company is Russian Railways: Empowering Action-Minded Professionals. Russian Railways ensures the consistency of its communications as an employer by conveying its key employer brand advantages.



**Russian Railways' advantages as an employer**

✓

Scale:

- territory;
- tasks;
- contribution to the country's development.

✓

Care

- people;
- environment;
- well-being (health, family, home, leisure, sports).

✓

Technological edge:

- products and services;
- processes;
- communications.

✓

Opportunities:

- self-fulfilment;
- development and career growth;
- participation in changes.

☆



In 2024, Russian Railways undertook the following initiatives to promote its employer brand among schoolchildren and students:

- Conversations about Important Things extracurricular lessons on railway transport topics in schools and vocational colleges throughout Russia, with a total coverage of 20 million people;
- the fourth season of the Student Ambassadors project, with the fifth season launched featuring an updated concept and programme;
- the All-Russian Student Construction Project BAM 2.0 communication campaign with student squads engaged and a total coverage of 400,000 people.

In 2024, Russian Railways undertook the following initiatives to promote its employer brand among students:

- updating our page on key job search websites;
- social media campaign titled Colleagues Around You to inform the target audience about the diversity

of railway professions and Company corporate culture. Videos created for the campaign were viewed by 2.5 million people;

- advertising campaigns about the advantages of employment with Russian Railways.

Russian Railways experts participated in events such as the World Youth Festival, All-Russian Employment Fair, Youth Day as part of the St Petersburg International Economic Forum, Career Day by the Russian Society "Knowledge" at the International Russia Expo, and others.

In the reporting year, Russian Railways also continued promoting its Career Portal ([team.rzd.ru](https://team.rzd.ru)) as the key platform for job applicants, university and school students. Approximately 250,000 unique users visit the platform monthly. The number of people employed through the Career Portal increased by more than 50% compared to 2023.

In 2024, Russian Railways received 17 prestigious professional community awards and maintained high positions in Russian employer ratings.

**For the sixth year running, the Company remains a Top 3 employer in the people's rating of Russia's best employers compiled by VCIOM (Russian Public Opinion Research Centre).**



**For the eighth year, we lead among logistics companies in the Changellenge rating of the best employers, according to career preferences of students from across Russia.**



## Russian Railways' 2024 awards for social and HR policy

### Grand prix in the following categories:

- HR Tech Platform of the Year in Administration with the Russian Railways//My Documents project, [Digital Pyramid award](#)
- Best Internal Audience Communication System with the Russian Railways Internal Communications Ecosystem project, [Crystal Pyramid award](#)
- HR Project of the Year in State and Municipal Authorities with the Ripples on Water project for interaction with railway universities, [award for achievements in personnel management and human capital development](#)
- Best Project/Programme for Engaging Youth in Positive Changes (Youth in Action project) and Best Project in Regional Social Policy (50th Anniversary of the Baikal–Amur Mainline: Support for Russian Railways Employees and Local Residents project), [ESG sustainable development award \(Excellence Award 2024\)](#)



### No. 1 in the following categories:

- Partnership of the Year, [#WeAreTogether international award](#)
- Professional Development Leaders with a corporate social project for the Group's female employees titled How to Be Successful and Happy – All-Russian Leaders for Women competition at the 4th Eurasian Women's Forum
- Railway Worker Dynasties project, [Russia's Best Social Projects 2024 award](#)
- Contribution to Internal Tourism Development with tourist programme catalogue Russia Worth Seeing, [Recreation and Tourism 2024 award](#);
- Digital Project of the Year with the Vitrina project at the [Development of Regions. The Best for Russia programme and forum](#)
- Human Resource Management with the Russian Railways' Human Capital Development Programme project, [People that Matter award](#)



### Winner in the following category:

- Best Employer with the Career Guidance at Russian Railways project, [1st national career guidance award titled Russia – My Horizons](#)





## Intracorporate communications

**The key objective of developing intracorporate communications is to improve employee satisfaction and engagement levels by raising personnel awareness, enhancing feedback channels within the Company, and strengthening the image of an attractive employer among employees.**

### Russian Railways' Employee Service Portal

Russian Railways' Employee Service Portal remains one of the key personnel communication channels. A shared information space facilitates contacts with employees, provides staff with corporate updates, and serves as a one-stop shop for over 60 services.

# 282,000

unique users visit the Employee Service Portal every day

In 2024, the Volunteering section of the Employee Service Portal was updated and the Health Resort Treatment service was launched, enabling employees and their family members to apply for reduced-rate resort stays at Russian Railways facilities,

along with My Benefits and Leisure – a section providing information about social benefits available to employees.

Throughout 2024, we continued actively developing electronic personnel document flow to improve efficiency and convenience: more than 255,000 employees (38% of total personnel) switched to electronic interaction with the employer.

### Internal Communicators Community

We are implementing the Internal Communicators Community project to build a community of proactive employees who develop corporate culture and employer brand.

Internal communicators are dedicated employees who play a key role in information exchange within the Company and supporting change implementation. They regularly inform colleagues in their units, conduct career guidance events for schoolchildren and students, and provide potential job seekers with insights about employment with Russian Railways.

In 2024, more than 500 internal communicators conducted

# >2,000

events reaching more than 20,000 people

### Feedback

We operate the Manager's Online Desk service where any employee can directly contact their line managers with a question, request or suggestion. More than 4,200 messages were sent to the online desk in 2024 – 14% more than in 2023.

A 24-hour employee hotline for reports on social and HR issues is in place for Russian Railways' employees (8 (800) 100-15-20, calls are toll-free). We received more than 46,000 messages in 2024 – 11% more than in 2023. Thanks to the knowledge base we have built, 89% of questions were processed by operators in real time.

# 4.86

average<sup>1</sup> employee satisfaction score for the hotline in 2024

### Social surveys

In 2024, we conducted 29 corporate social surveys covering more than 590,000 participants, plus more than 100 local surveys covering 95,000 employees. More than 220,000 people took part in the annual Job Satisfaction and Personnel Engagement Levels survey at Russian Railways.

Our 2024 social surveys focused on reasons for turnover of employees in key blue-collar jobs, personnel retention opportunities, and ways to increase employee satisfaction with their jobs and social and personnel processes and services.

## Corporate culture

**The corporate culture of Russian Railways rests on our rich history and traditions, the scale and global nature of our business, knowledge and experience continuity, and expertise and skills of the Company's employees.**

We have adopted corporate requirements and rules of official conduct, mandatory for every employee and enshrined in Russian Railways' Code of Business Ethics. The Code defines key behavioural standards based on Russian Railways' mission, values, and principles of corporate culture.

As part of corporate culture development in 2024, we delivered on an action plan to implement the Code of Business Ethics updated in 2023.

We developed engaging materials to help employees understand the Code better: brochures, posters, presentations, and videos that make key provisions clear and easily understandable.

Every employee must complete our mandatory Business Ethics Fundamentals course through the distance learning system. Nearly 300,000 employees completed this training in 2024. We also integrate ethics and culture training into our Corporate University programmes, network schools, and regional events to provide relevant insights into the Code's provisions and corporate culture principles.

Ethics committees in our branches and designated ethics officers ensure Code compliance across all units.

### Values and principles

Every employee of Russian Railways is guided by the Company's brand values and associated principles of its corporate culture.

#### Brand values

##### People

We create an effective environment to develop and support our big team and nurture everyone's self-fulfilment and recognition. We put a primary focus on people, collaboration and attention to the needs of customers, colleagues and partners.

##### Partnership

We strive for creative and successful partnerships based on mutual respect and trust coupled with a responsible attitude towards nature and resources. We value everyone's contribution to a common goal.

##### Openness to innovation

We are open to innovation and keep advancing our competencies to meet the challenges of an ever-evolving world. For us, innovation is key to shaping the quality of our work.

#### Principles of Russian Railways' corporate culture

##### Contributing to our country

We are action-minded professionals. Every day, our efforts fuel the economy, moving hundreds of thousands of passengers and millions of tonnes of cargo. Our patriotism and commitment to our country help us build a better life for our people and a stronger nation.

##### Respecting people

We never forget that people are at the heart of everything we do – our colleagues, our customers, our

partners. We are open to constructive conversations and care deeply about everyone's well-being. We value everyone's opinions and needs, treat each other with respect, and stand against any form of discrimination.

##### Operating reliably

Reliability and safety are the core values that guide our work. We operate responsibly and ensure uninterrupted service. We guarantee high quality and deliver on our commitments. Our work touches the lives of people and the world around us. That is why we minimise risks and build trust with our partners.

##### Continuously improving

We are always open to new ideas, solutions, and technologies. We create an environment where innovation thrives, so we can constantly improve our work. We never settle for the status quo and are always striving to do better. We eliminate inefficient practices, simplify processes wherever possible, while maintaining safety and sustainability. We create opportunities for professional and personal growth for every member of our team.

##### Being efficient, conserving resources

We are determined to achieve results, but we use the Company's resources wisely and responsibly. We find the best way to solve every challenge.

##### Working as a team, achieving a shared goal

We are united by a common purpose. We are honest and transparent in everything we do. We trust our colleagues' expertise, keep our promises, and are always ready to lend a hand. We value every member of our team and work together to achieve our shared goal.

<sup>1</sup> Out of 5.



Values, principles, and corporate competencies are inextricably linked, forming the bedrock of our corporate culture. They foster an environment of trust and mutual respect, underpinning our commitment to fair competition, social responsibility, and objective, honest decision-making in all personnel-related matters.

#### Business communication: behaviour and style

To complement the existing Code of Business Ethics, Russian Railways has in place a guide titled Business Communication at Russian Railways: Behaviour and Style. It provides valuable guidelines on:

- professional conduct in business settings;
- effective meeting and negotiation techniques;
- digital etiquette and its best practices;
- appropriate business attire for different work situations.

The primary goal of business etiquette is to cultivate an environment that fosters collaboration, mutual understanding, and respect.

#### Ethics advice and ethical issue prevention mechanisms

##### GRI 2-26

The Business Ethics Officer is in charge of ethics advice and ethical issue prevention mechanisms at Russian Railways.

All employees who have grounds to believe that someone's actions violate the Code of Business Ethics of Russian Railways, as well as the Russian laws, the Company's Charter or regulations, or that someone commits other actions that may negatively affect the image and business reputation of Russian Railways, must inform their immediate superiors or the Business Ethics Officer.

In all of the Company's units, conflicts between colleagues, superiors, and subordinates are addressed by ethics

commissions, following the guidelines set out for ethics officers and ethics commissions in the branches of Russian Railways.

Ethics commissions:

- review reports and proposals regarding employees' adherence to the standards and rules established by the Code of Business Ethics of Russian Railways;
- guide employees in resolving conflicts related to violations of the Code's standards and rules;
- participate in resolving conflicts related to violations of the Code's standards and rules;
- develop recommendations and proposals for employees on matters of business ethics;
- may inform unit heads about violations of the Code's standards and rules for consideration when making decisions regarding employee incentives or career growth;

- develop proposals and response measures in relation to received reports. For gross violations of the Code's standards and rules, the commissions have the right to initiate disciplinary action against the employee at fault. The severity of the violation, the degree of guilt, and the circumstances are taken into account when determining appropriate action.

One can report violations of the Code of Business Ethics by calling Russian Railways' employee hotline for reports on social and HR issues at 8 (800) 100 15-20 or by emailing [ethics@rzd.ru](mailto:ethics@rzd.ru).

The Company guarantees confidentiality of any report made and anti-retaliation protection. The Company does not consider anonymous reports regarding violations of Russian Railways' Code of Business Ethics.



## Ensuring equal rights for employees

### GRI 406-1

**Ensuring equal rights and opportunities for employees is one of the Company's top priorities in HR management.**

Russian Railways adheres to the principles of the UN Global Compact and the Social Charter of the Russian Business developed by the Russian Union of Industrialists and Entrepreneurs (RSPP). The Company strictly complies with the Russian labour and civil laws and builds relations with employees based on mutual respect and commitment. The Company encourages and supports the social and cultural diversity of its employees, providing them with equal opportunities for employment, remuneration and promotion regardless of their differences and beliefs. These and other fundamental principles are embedded in our Code of Business Ethics.

In accordance with the Code of Business Ethics, heads of the Company's units ensure equal rights and opportunities for all persons when they apply for a job or work their way up the career ladder, regardless of their gender, age, race, ethnicity, language, origin, financial and employment status, place of residence, personal and physiological differences.

Russian Railways has zero tolerance for any types of discrimination, including gender discrimination, in recruitment, staff training, and promotions. In the event of human rights violations or discrimination, employees are entitled to contact the Hotline and make a complaint.

The Company does not discriminate or have restrictions on the employment of disabled people. They are hired based on their health condition and statutory requirements for certain jobs.



When moving up the career ladder, all employees enjoy equal rights and opportunities. 19.2% of the Company's managers are aged under 35.

### Supporting women

As women make up nearly 30% of Russian Railways' employees, improving their working conditions and social security is among our absolute priorities. Russian Railways has a Coordination Council tasked with improving the conditions of work, leisure, and social support of women. The council regularly holds onsite meetings with female employees and organises video conferences with railway coordination councils to collect feedback from female employees and discuss any concerns they might have.

Key internal documents include:

- Action Plan to improve the conditions of work, leisure, and social support of women in 2021–2025, No. 2019 dated 29 December 2020;
- Russian Railways' Order No. 1751/r dated 19 July 2024 establishing working groups to assess regional women's councils and approving evaluation procedures.

The Company is expanding the list of railway jobs available to women. Female employees can now work as operators and assistant operators on certain types of traction rolling stock. As at the end of 2024, the Company trained 328 women in these professions, and offered them employment.



#### 2024 results in improving the conditions of work, leisure, and social support of women:

- the Company increased the amount of financial assistance for those taking an annual paid leave to 30% of wages or salary (starting 1 January 2025);
- 30 rooms for functional and emotional unwinding were launched;
- the 5th Forum to Improve the Conditions of Work, Leisure, and Social Support of Women was held;
- regional practical and development-oriented forums and Successful Woman Lecture Hall events were conducted;

- Russian Railways' Women online portal kept expanding;
- working conditions were improved at 46,800 workplaces, including those of female employees;
- over 2,000 female employees took part in the How To Be Successful and Happy corporate social event;
- special focus was made on the [женщиныржд.рф](#) portal containing all information on support for women at the Company.

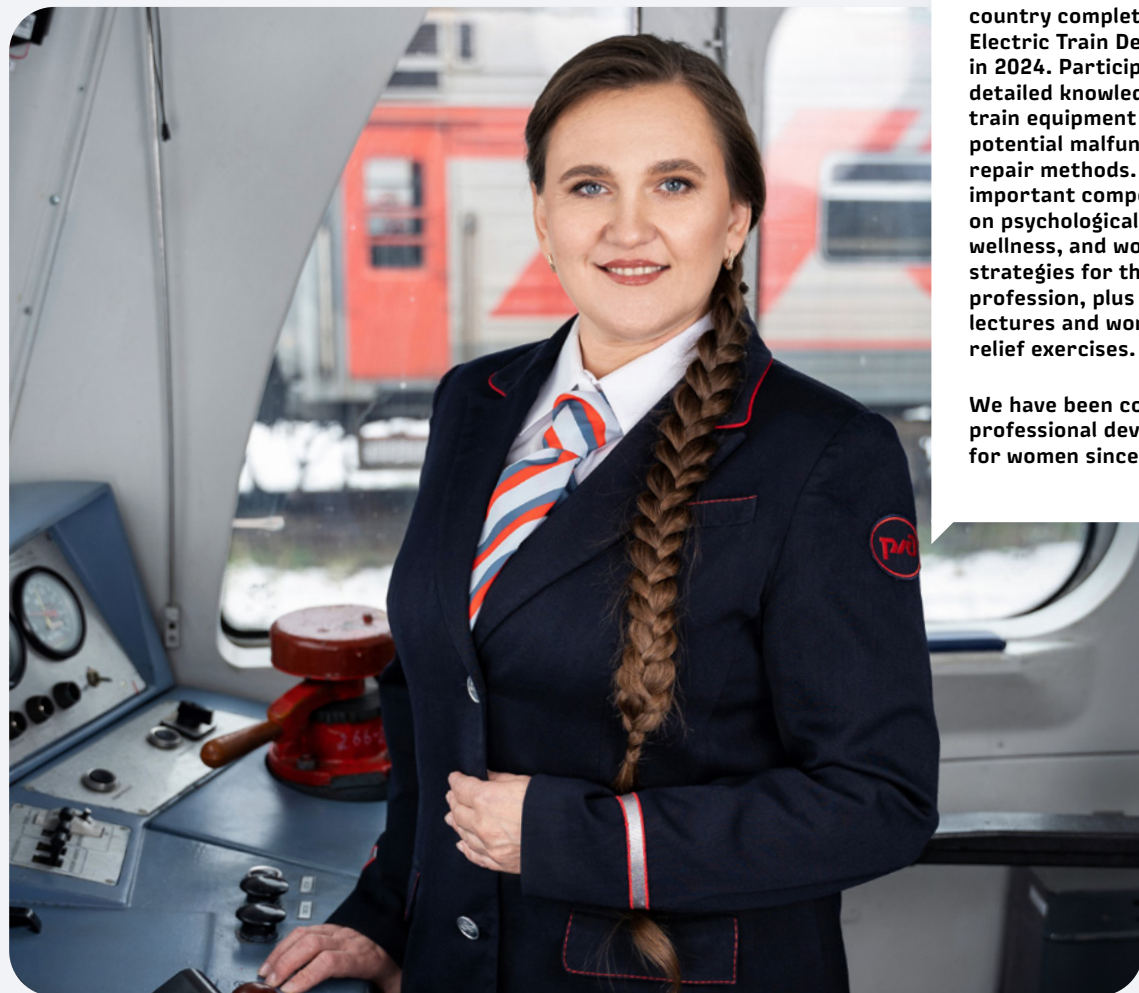
# 76.2%<sup>+0.8%</sup>

women's satisfaction with Company employment in 2024

#### Iron Resilience

18 female locomotive crew workers from across the country completed a five-day Electric Train Design programme in 2024. Participants gained detailed knowledge of electric train equipment operation, potential malfunctions, and repair methods. An equally important component focused on psychological and physical wellness, and work-life balance strategies for this demanding profession, plus motor activity lectures and workplace tension-relief exercises.

We have been conducting professional development groups for women since 2021.

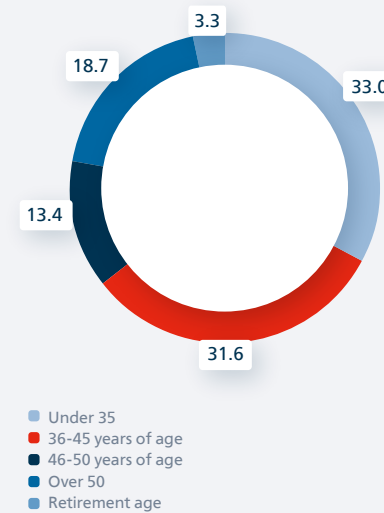


## Personnel structure and turnover

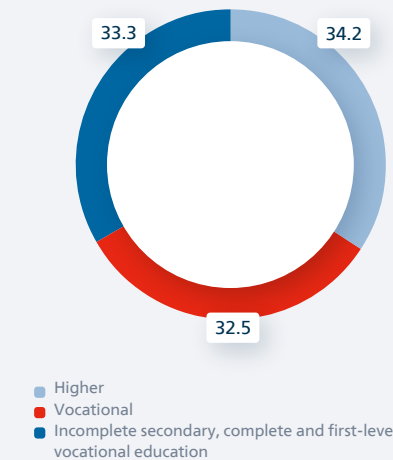
#### GRI 2-7

#### Russian Railways' personnel composition<sup>1</sup>

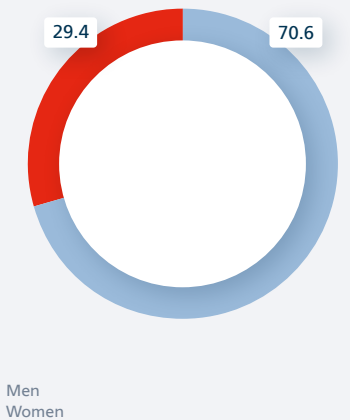
##### Age structure, %



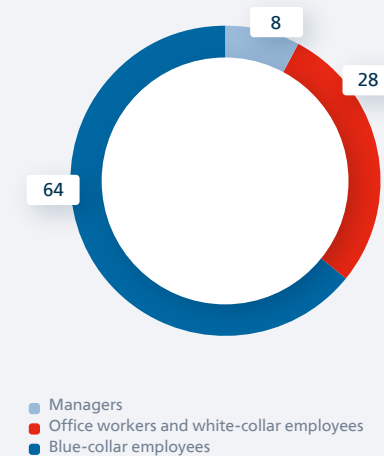
##### Education, %



##### Gender structure, %



##### Personnel categories, %



# 677,300

people – headcount of Russian Railways as at the end of 2024

The staff composition remains stable and well-balanced in terms of age and gender, which supports the Company's growth and transformation.



<sup>1</sup> As at 31 December 2024.



Russian Railways’ personnel structure by gender, age, education and category

GRI 405–1

| Category               | Gender | Age group        |          |                    |          |                  |          |
|------------------------|--------|------------------|----------|--------------------|----------|------------------|----------|
|                        |        | Under 30         |          | 31–50 years of age |          | Over 50          |          |
|                        |        | Number of people | Share, % | Number of people   | Share, % | Number of people | Share, % |
| Managers               | Men    | 3,182            | 0.5      | 27,362             | 4.0      | 9,344            | 1.4      |
|                        | Women  | 720              | 0.1      | 9,262              | 1.4      | 3,992            | 0.6      |
| Office workers         | Men    | 14,727           | 2.2      | 40,892             | 6.0      | 17,891           | 2.6      |
|                        | Women  | 17,320           | 2.6      | 62,278             | 9.2      | 20,044           | 3.0      |
| White-collar employees | Men    | 364              | 0.1      | 275                | 0.04     | 264              | 0.04     |
|                        | Women  | 2,826            | 0.4      | 8,442              | 1.2      | 4,672            | 0.7      |
| Blue-collar employees  | Men    | 80,512           | 11.9     | 210,292            | 31.0     | 73,342           | 10.8     |
|                        | Women  | 13,665           | 2.0      | 36,569             | 5.4      | 19,126           | 2.8      |

Employees with disabilities

| Indicator                                                  | 2020    | 2021    | 2022    | 2023    | 2024    |
|------------------------------------------------------------|---------|---------|---------|---------|---------|
| Headcount, people                                          | 723,520 | 696,328 | 701,189 | 685,186 | 677,363 |
| Employees with disabilities, people                        | 3,964   | 4,159   | 4,432   | 5,112   | 5,463   |
| Share of employees with disabilities in total headcount, % | 0.5     | 0.6     | 0.6     | 0.7     | 0.8     |

In 2024, the Company hired

118,800 people

New hires in 2024 by category, gender and age

GRI 401–1

| New hires          | 2020   | 2021   | 2022   | 2023   | 2024   |
|--------------------|--------|--------|--------|--------|--------|
| Women              | 14,739 | 23,956 | 28,507 | 29,246 | 34,947 |
| Men                | 42,012 | 56,335 | 73,546 | 74,118 | 83,897 |
| Under 30           | 30,386 | 44,095 | 56,297 | 57,461 | 63,694 |
| 31–50 years of age | 21,370 | 28,911 | 37,098 | 35,571 | 40,371 |
| Over 50            | 4,998  | 7,285  | 8,658  | 10,332 | 14,779 |

► For more details on total hires and quitters for various reasons, employee turnover by region, gender and age, and Management Board composition in 2024 by diversity category, see the Social and HR Policy section.

Recruitment and retention

In 2024, the Company implemented activities as part of roadmaps to recruit and retain talent, enhance its employment brand, and improve job satisfaction of its employees across five key areas:

- salaries and workplaces;

- accommodation provision;
- healthcare;
- cooperation with educational institutions;
- recruitment and retention.



Quitting and dismissed employees

GRI 401–1

| Quitting and dismissed employees in the reporting year | 2020   | 2021   | 2022   | 2023   | 2024   |
|--------------------------------------------------------|--------|--------|--------|--------|--------|
| Women                                                  | 22,029 | 38,228 | 27,995 | 37,013 | 35,295 |
| Men                                                    | 54,013 | 70,065 | 71,499 | 82,360 | 91,367 |
| Under 30                                               | 22,958 | 36,693 | 37,962 | 46,311 | 51,967 |
| 31–50 years of age                                     | 30,693 | 47,288 | 39,034 | 50,127 | 49,705 |
| Over 50                                                | 22,391 | 24,312 | 22,498 | 22,935 | 24,990 |

Employees that exercised their right to parental leave, people

GRI 401–3

| Indicator                                                   | 2020         | 2021         | 2022         | 2023         | 2024         |
|-------------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|
| <b>Total number of employees that took parental leave</b>   | <b>9,326</b> | <b>8,666</b> | <b>6,896</b> | <b>7,883</b> | <b>8,954</b> |
| Women                                                       | 8,786        | 8,045        | 6,395        | 7,207        | 6,730        |
| Men                                                         | 540          | 621          | 501          | 676          | 2,224        |
| <b>Employees that returned to work after parental leave</b> | <b>4,969</b> | <b>5,359</b> | <b>4,449</b> | <b>6,437</b> | <b>8,907</b> |
| Women                                                       | 4,665        | 5,063        | 4,144        | 6,037        | 6,922        |
| Men                                                         | 304          | 296          | 305          | 400          | 1,985        |

Remuneration and incentive system

By offering a competitive salary, the Company promotes work in the railway industry and prevents the outflow of skilled professionals.

RUB

+16.4%

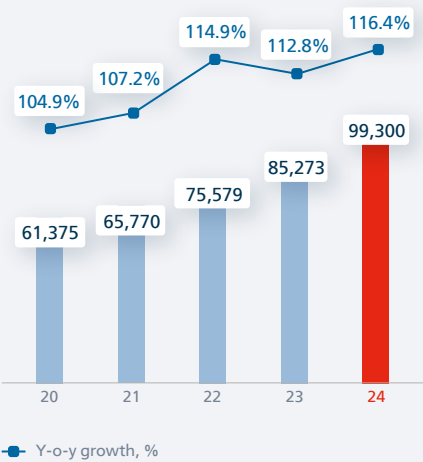
99,300

average monthly salary for Russian Railways employees across all operations in 2024

The average monthly salary across all Russian Railways’ operations increased by 16.4% y-o-y to RUB 99,300 (RUB 85,273 in 2023), while real Company-wide salaries grew by 7.4%.

The Company’s wages are 11.5%<sup>1</sup> above the country’s average and the pay level across nearly all Russian regions (except for the Sakhalin Region and the Yamal-Nenets Autonomous Area).

Average monthly salary across all operations, RUB



<sup>1</sup> In the Russian Railways’ Annual Report 2024, on p. 13 and p. 114 this metric is quoted as 12.9%. In the Sustainable Development Report, the actual data is in line with the updated Russian Federal State Statistics Service (Rosstat) data.



In 2024, we adjusted salaries by 7.3% as per the Collective Bargaining Agreement:

Russian Railways operates a classic financial incentive system combining regular and additional bonuses. The former is aimed at financially motivating employees to achieve both individual and collective KPIs.

- While additional bonuses serve to laser-focus personnel on specific tasks. In 2024, the Company paid bonuses to:
- 87,200 people for ensuring traffic safety;
  - 116,300 people for saving fuel and energy resources;
  - 2,000 people for preventing occupational injuries associated with hitting by rolling stock;

- 1,400 people for identifying hard-to-detect defects in freight and passenger trains;
- 1,800 people for identifying violations committed in driving trains and shunting operations;
- 2,500 people for reducing downtime of locomotive crews;
- 11,200 people for the successful implementation of lean production projects;
- 10,100 people for mentoring;
- 3,300 people for promoting invention and rationalisation;
- 6,700 authorised safety officers for implementing public control.

The corporate remuneration system, including its hourly rates (for blue-collar jobs) and monthly salaries (for

management and white-collar jobs), compensation and incentive payments, applies to all Russian Railways employees regardless of their gender.

The Company is constantly improving the financial incentive system. In 2024, we revised approaches to traffic safety motivation and safety culture contribution. Implementing a bonus system for calculating remuneration significantly expanded bonus coverage, increased employee engagement, and sustained their involvement in safety culture.

Ratios of standard entry level wage compared to minimum wage in the reporting period

GRI 202-1

| Region            | Local minimum wage as at 1 January 2024, RUB | Minimum wage at Russian Railways as at 1 January 2024, RUB | Ratio, % | Comments                                                                                                                                                                                                                                                      |
|-------------------|----------------------------------------------|------------------------------------------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Russia            | 19,242                                       | 19,242                                                     | 100      | Employees of Russian Railways who have worked the required standard hours and met the required labour standards in the respective period are paid extra monies to bring their wages on par with the minimum wage established in the respective Russian region |
| Bryansk Region    | 19,242                                       | 19,242                                                     | 100      |                                                                                                                                                                                                                                                               |
| Kursk Region      | 19,242                                       | 19,242                                                     | 100      |                                                                                                                                                                                                                                                               |
| Sverdlovsk Region | 19,242                                       | 19,242                                                     | 100      |                                                                                                                                                                                                                                                               |
| Novgorod Region   | 19,242                                       | 19,242                                                     | 100      |                                                                                                                                                                                                                                                               |

Labour productivity

Labour productivity improvement represents one of Russian Railways’ main growth drivers. We achieve this not only through increased transportation volumes, but also by introducing new

equipment and materials, technical upgrades, reducing production process losses, improving work technology, and conducting organisational measures including multi-skilling and expanded roles – all part of our Labour Productivity Improvement Programme.

In 2024, we achieved 103.1% of our labour productivity target for Company employees engaged in transportation activities.

Employee training and development

GRI 3-3



The Company has a comprehensive employee training and development system, from entry level to top management.

The professional community recognised our personnel training and development system in 2024 with prestigious awards:

- No. 2 in the Best Corporate Training Programme category of the SMART Pyramid award;
- No. 2 in the Best Corporate Training Project category of the SMART Pyramid award.



Personnel onboarding

Onboarding is a comprehensive procedure to help new hires adapt to workplace practices and rules, develop professional knowledge and skills, and learn about the corporate culture, as well as encourage them to be diligent, responsible, hard-working, loyal, and proud to be part of the Russian Railways team.

Russian Railways’ employees undergo onboarding in line with a dedicated plan.

Employees responsible for traffic safety and the most sophisticated technological processes complete an onboarding internship (also job onboarding).

As part of the initial onboarding efforts, the Company holds Integrated Onboarding Days, an annual event helping young employees get a holistic view of Russian Railways’ structure, its operations, strategy, ongoing projects,

corporate culture and values. We also conduct monthly remote corporate awareness events titled Welcome to Russian Railways. Throughout 2024, we organised 252 onboarding events in face-to-face and online formats, reaching more than 38,100 employees.

On top of that, the Employee Service Portal features My Onboarding, a step-by-step sequential road map with a set of specific actions to be taken by a new hire at each stage of their initial onboarding process.



## Mentoring

The Company has in place a system of mentoring, which can be divided into three large streams – professional, management, and youth mentoring.

**Professional mentoring** is a traditional part of Russian Railways' processes: weathered professionals immerse newcomers in the process intricacies. In 2024, over 38,000 employees received professional mentoring from 29,700 mentors.

**Management mentoring** focuses on developing young specialists' personal and professional potential by transferring management experience from the Group's senior managers. During 2024, 174 managers joined the project, mentoring almost 400 promising young employees.

We actively developed **youth mentoring** in 2024 – an informal approach to transferring knowledge and skills to young Company employees for quick team adaptation and comfortable adjustment to new positions. Over 21,300 recently hired young employees participated in youth mentoring during 2024.

## Training and development of blue- and white-collar employees

The corporate vocational education system is based on 15 vocational education centres with 71 branches covering the whole country, from Kaliningrad to Sakhalin.

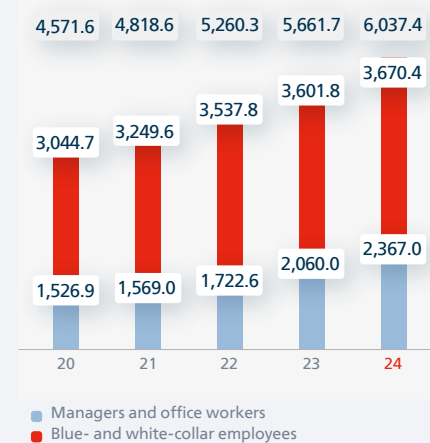
In 2024, the Company trained 43,000 employees in key jobs, including 30,800 in vocational education centres. Over

228,000 employees completed training as part of professional development programmes, including 199,500 in education centres. Training in blue-collar occupations at Company centres is provided free of charge. Trainees receive scholarships, and graduates are offered guaranteed post-graduation employment.

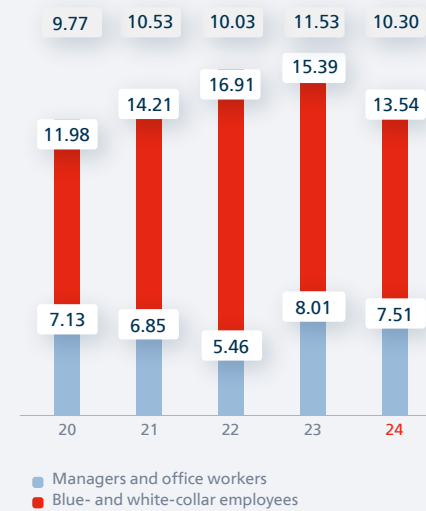
In 2024, the Company carried out the following measures to improve its employee training and development system:

- 288 educational programmes were developed and approved;
- 66 distance courses were created;
- 65 technical training aids were supplied, including 22 training simulators;
- seven training infrastructure sites were repaired;
- construction of two training centre campuses in Tynda and Krasnoyarsk was completed;
- six training centre sites were equipped with new furniture and appliances.

### Employee training expenses in 2020–2024, RUB m



### Training expenses per employee, RUB '000



## Managers and office workers training

The Group has a comprehensive system for the development of employees included in the Company's talent pool. The system consists of:

- levels of improving managerial competencies;
- functional programmes to develop high-potential managers in the Company's key business areas;
- a corporate MBA programme.

We supplement the talent pool development system with programmes supporting new management tools implementation, addressing specific unit needs and strategic Company goals including digitalisation, process approach, traffic safety culture, risk management, and customer focus.

More than 4,700 managers received training under programmes for comprehensive development of the Russian Railways talent pool.

# > 315,000

managers and office workers completed training in 2024

More than 3,000,500 linear managers were trained at six transport universities through programmes delivered under partner arrangements of the Russian Railways Corporate University.

In 2024, the Company adopted an updated approach to developing managers' professional competencies. We expanded our portfolio of joint educational solutions with transport universities by launching the Professional Plus programmes for regional and linear managers in the areas of railway, infrastructure, and traffic management.

As part of developing professional competencies for managers in key production areas, we implemented the Traffic Control Academy. Projects programme and organised expert-led master classes on Regulatory Framework for Organising the Transportation Process. For managers without specialised railway education, we launched the Fundamentals of Russian Railways Operations programme and expanded mutual internship practices for managers across railway industry divisions.

The Company's training programmes for managers and office workers to support Russian Railways' Digital Transformation Strategy see consistent expansion, too. The programmes include face-to-face and distance learning options. Over 80 training materials on digital literacy topics were added to our Distance Learning System. The system now contains more than 1,700 materials. Over 358,000 employees used the system in 2024, earning more than 1.6 million certificates for successful course completion.

Additionally, we conducted a digital literacy test in 2024, with over 7,000 employees participating.

During 2024, we developed programme series focused on enhancing managers' analytical and systematic thinking skills plus data visualisation capabilities.

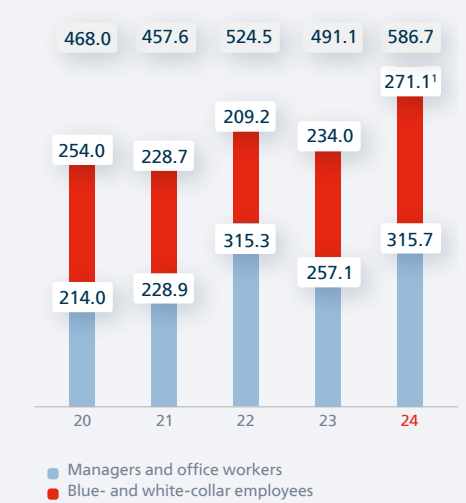
For continuous development of professional and corporate competencies, the Company implements the Knowledge Hour project, enabling course completion through the Distance Learning System with content developed by experts from 13 Russian Railways branches. Over 1,200 courses are available to employees in total.

We expanded international cooperation in development of managers and office workers: Armenian and Uzbek railway representatives underwent training, we held a joint round table with colleagues from Azerbaijan, and organised training for Chinese railway managers under the East-West Transport Corridor: Logistics Solutions and Prospects programme.

Knowledge.Express open learning formats continue developing, such as master classes, educational mini sets, audio discussions, RZD TV programmes, Book Club video interviews with authors, educational online marathons, and a dedicated track for international cooperation within BRICS.

In 2024, the Company hosted the annual Russian Corporate Learning Leaders Forum, a professional community for corporate business education. Participants included representatives from over 50 leading corporate universities and academies across industries: transport, manufacturing, regional management, banking, telecommunications, IT, and retail.

### Employees who completed training, '000 people



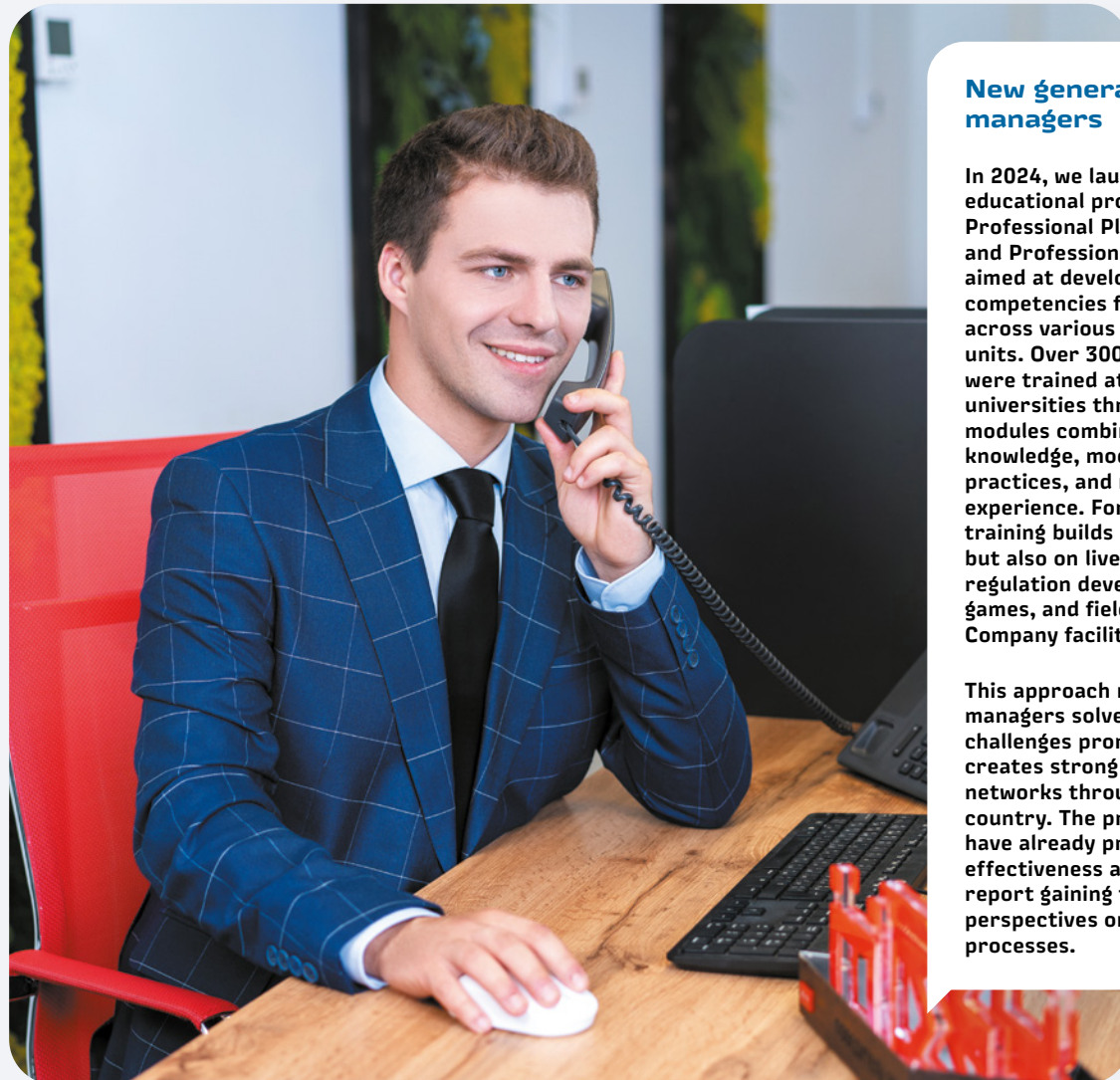
### Average hours of training per year per employee by category, class hour / person

GRI 404–1



<sup>1</sup> The data are provided for blue- and white-collar employees who completed professional training.





### New generation managers

In 2024, we launched large-scale educational programmes titled **Professional Plus. Movement** and **Professional Plus. Track**, aimed at developing professional competencies for managers across various Russian Railways units. Over 300 managers were trained at five industry universities through unique modules combining engineering knowledge, modern digital practices, and real enterprise experience. For the first time, training builds not only on theory but also on live discussions with regulation developers, business games, and field sessions at key Company facilities.

This approach not only helps managers solve production challenges promptly but also creates strong professional networks throughout the country. The programmes have already proven their effectiveness as participants report gaining fresh perspectives on familiar processes.

## Social support

GRI 3-3

### Collective Bargaining Agreement

GRI 2-30, 401-2

The fundamental document in regulating social and labour relations and an important motivational tool in our recruitment and retention framework is Russian Railways' Collective Bargaining Agreement.

100%

of Company employees are covered by the Collective Bargaining Agreement

### Its key functions include:

- social protection of employees
- maintaining social stability among employees
- boosting Russian Railways' attractiveness as an employer
- developing social partnership



Overall, Russian Railways delivered on its obligations for 2024 under the Collective Bargaining Agreement 2023–2025, meaning the Company maintained its status as a socially responsible employer. There were no collective labour disputes. The decisions on securing employment and personnel earnings ensured social stability among employees.

To ensure social protection of Russian Railways' employees called up for military service by mobilisation or who entered into contracts for voluntary assistance in fulfilling tasks assigned to the Armed Forces of Russia, we decided to preserve social and labour guarantees for them and their family members, as provided by the Collective Bargaining Agreement and internal regulations of Russian Railways. We developed mechanisms for providing benefits and compensation to family members without employee participation.

We operate a Support Centre for employees involved in Russia's special military operation and their family members through a hotline.

To attract and retain qualified specialists long-term, within our Housing Policy Concept, locomotive crews received compensation (reimbursement) of expenses for temporary rental of housing from third-party owners up to 100% in 2024, and we expanded categories of employees who can participate in our housing mortgage programme.

## Social support of employees

As a socially responsible employer, Russian Railways offers an extended social package in the following areas.

### Basic social package:

- free annual travel by public railway transport for employees and their dependent children up to 18 years of age:
  - for personal needs on long-haul trains,

- from the place of residence to the place of work or study and back,
- from the place of residence to the place of medical treatment and back,
- from the place of residence to the place where goods can be purchased for family needs – for employees living at stations, passing loops, or transport stops not covered by retailers;

- financial support for motherhood and childhood:
  - supplement to the maternity allowance to raise the total payment to the average monthly earnings,
  - financial assistance in excess of the allowance established by laws in the event of the birth of a child (or adoption of a child),
  - monthly allowance for those on leave to care for a child aged 1.5 to 3 years;
- voluntary health insurance;
- supporting employees in need of household fuel;
- financial assistance for those taking an annual paid leave;
- accident insurance of children during their stay in children's recreational camps;
- lump-sum remuneration for diligent work upon retirement;
- guarantees and benefits when an employee is discharged;
- employee insurance providing for payments to families of deceased employees.

### Co-financed social package:

- private pension plans;
- health resort treatment and recreation for employees and their family members;
- providing places for employees' children in educational institutions established by the Company;
- corporate support for those acquiring their own housing;
- financial compensation for the cost of fitness sessions.

### Compensated social package:

- An employee can be refunded, within a certain limit, for their expenses related to social services included on an approved list.

The Regulation on the Compensated Social Package is amended annually. In 2024, to support employee families, we expanded the list of criteria for determining significant categories. This list included employees with many children and employees raising children and living in high-response zones. New elements were added for them: compensation for the cost of vouchers for health resort treatment and recreation at Russian Railways facilities, compensation for travel fares for personal needs in second-class compartments of long-haul trains for spouses who are not Russian Railways' employees. Locomotive crews and other employees can now be reimbursed for catering services on board.

### Bonus package:

- Financial and non-financial incentives through the mechanism of accrual and exchange of bonus points for activity, involvement in solving corporate tasks, or participation in important corporate projects. Employees can spend the bonus points they have earned on the website of Vitrina, a digital platform for railway workers ([mp.rzd.ru](http://mp.rzd.ru)).

In 2024, the bonus package covered more than 165,000 people. During the year, more than 58,000 achievements worth 4 million bonus points were registered.

To inform employees about benefits and compensation provided by Russian Railways' Collective Bargaining Agreement 2023–2025, we created a Social Benefits Handbook. It presents all social support measures offered to employees throughout their employment with Russian Railways in plain terms.



## Platform of social and HR services

### Vitrina, mp.rzd.ru

The Vitrina digital platform enables employees to remotely redeem points from their bonus packages, receive unique product and service offers from partners, and buy services at social infrastructure facilities.

### Pulse, pulse.mp.rzd.ru

Via the Pulse corporate sports app, users can learn about the Company's events, participate in them or create their own events, and find like-minded people for doing sports or competing in friendly tournaments.

In 2024, Pulse contained information on

>1,300  
events

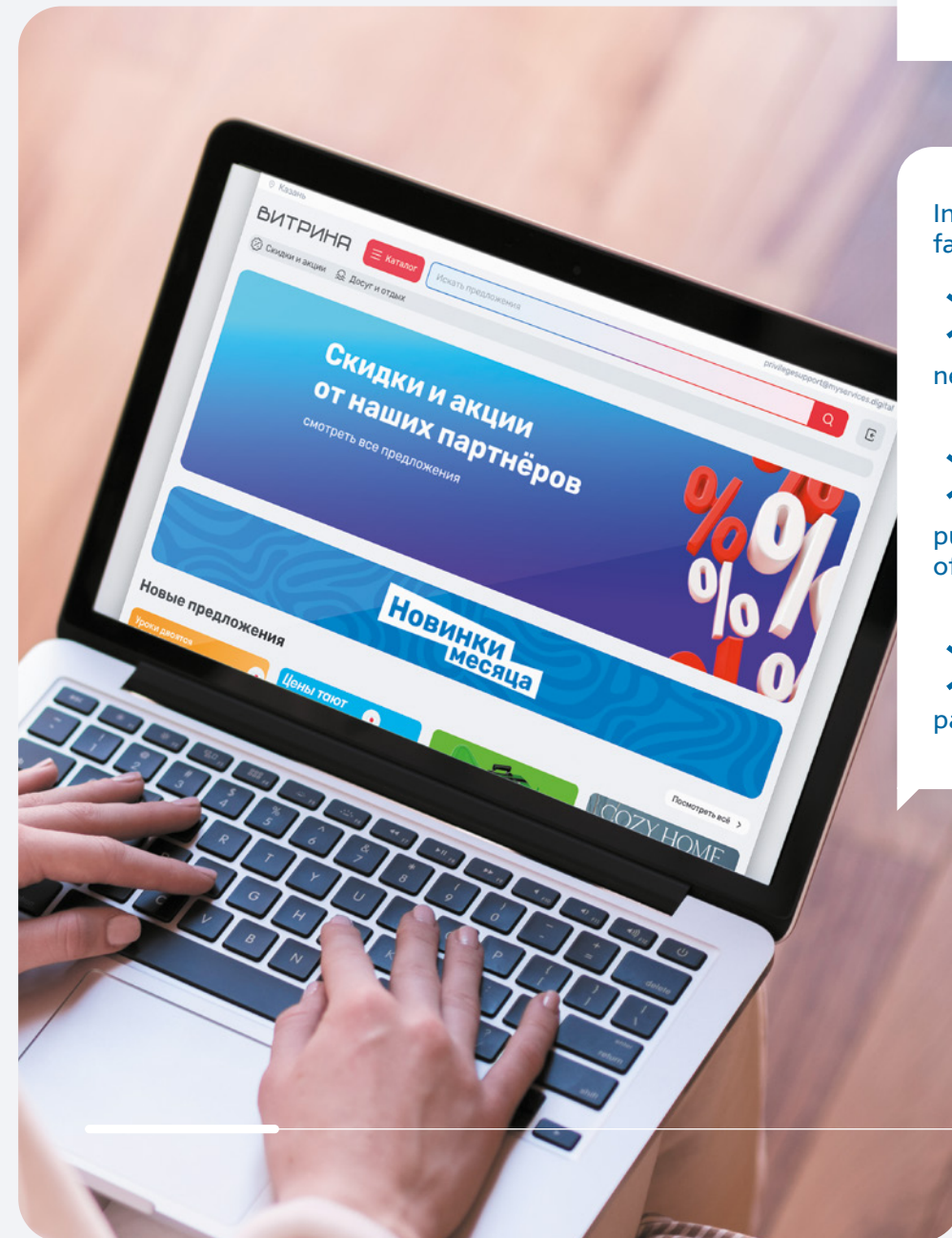


In 2024, the Vitrina app facilitated:

>50,000  
new user registrations;

>6,000  
purchases of corporate offers;

>150  
partner registrations



## Year of Railway Traditions

93.4%

of employees emphasise the importance of further strengthening and developing traditions

Railway traditions featured prominently at corporate events, awareness raising days, meetings with teams, and new employee onboarding sessions. As part of the Year of Railway Traditions, Russian Railways hosted over 58,000 events reaching more than 1.2 million employees, their families, and industry veterans. These included veteran railway worker meetings, career guidance for students and schoolchildren, volunteer initiatives, and railway worker family support events.

► For more details on railway traditions and Company events in the reporting year, [see p. 10](#)

The Unified Register of Railway Worker Dynasties encompasses dynasties from Russian Railways and Group companies, totalling

>1,700  
dynasties

>12,000  
employees

The Russian Book of Records recognised Russian Railways for the Largest Number of Dynasties (At Least Two Generations) Employed at the Same Company in Russia.

### Dynasties of railway workers

Russian Railways also staged a competition for railway worker dynasties and determined winners in the following categories:

- Oldest Dynasty (the greatest length of service since the dynasty's foundation) – Omelyanenko dynasty, founded in 1863;
- Dynasty in History (the most numerous dynasty) – Chemerkin-Polozkov dynasty, comprising 51 people;
- Generational Continuity (the greatest cumulative length of service) – Kurochkin dynasty, with 1,177 years of combined length of service.

Company support for the dynasty institution preserves railway traditions, strengthens corporate culture, and motivates employees. Dynasties play a crucial role in Russian Railways' operations, providing a reliable foundation for securing qualified personnel over the long term.

The Company designated 2024 as a Year of Railway Traditions.





## Youth policy

The Company runs the Russian Railways' Youth targeted programme, focusing on professional and personal development of young workers. Over 1,000 youth events and projects in 2024 reached more than 200,000 young employees. A flagship project is the New Link youth competition, designed to stimulate scientific and technical thinking among young employees while engaging them in solving corporate challenges and innovation activities.

The year's highlight was the 16th Annual Youth Conference of Russian Railways, bringing together over 1,000 young

employees, representatives of industry companies, young professionals from 15 state-owned corporations and large companies, plus guests from 17 countries worldwide.

To engage youth in policy implementation, we establish youth councils. Over 2,000 youth councils operate at different Company levels.

In order to build a direct, open dialogue between associations of active young people and the management of Russian Railways, youth affairs committees are in place at the railways and the Company's branches.

Six youth centres operate at Russian Railways to increase youth involvement in corporate tasks and develop cross-functional interaction.

# 33%

of Russian Railways' employees are under 35 years of age

# ~7,000

graduates are hired by Russian Railways annually



## Supporting retired and soon-to-be-retired employees

### Corporate pension system

All of the Company's employees can benefit from the private corporate pension system. Its strategic target is to ensure a replacement rate of at least 40% of an employee's lost earnings.

The current corporate pension system relies on shared employer/employee contribution to the employee's future pension, full financial security of corporate pensions, and lifelong payments under the programme.

In 2024, the number of the Company participants in the plan exceeded 553,000. Over 270,000 retired employees receive a corporate pension. In the reporting year, pensions were granted to 10,373 Russian

Railways' employees, with the average accrued corporate pension being RUB 5,512, up RUB 221 y-o-y.

### Social support for Russian Railways' retirees

GRI 404-2

The Company's social responsibility efforts include benefits to veteran workers retiring from railway enterprises.

Russian Railways' Veteran Organisation is Russia's largest, with

# >600,000

 members

including 417 Great Patriotic War veterans and 969 concentration camp prisoners





RUB **3.7** bn

allocated to provide retirees with guarantees and benefits under the Collective Bargaining Agreement in 2024

RUB **63.9** m

allocated to support the Russian Railways' Veterans targeted programme

Retirees receive medical care at Russian Railways' corporate health centres in line with the local compulsory health insurance programmes, and high-cost treatment according to the list of services stipulated by the Company.

We grant free railway transportation to retirees annually, as stipulated by the Company.

In 2024, corporate benefits of the Company included health resort recreation for 16,500 retirees.

The Company holds corporate celebrations of the Victory Day and Day of Older Persons, organises trains to visit the sites of labour and battle glory, and holds workshops to exchange experience

between veteran organisations. We provide premises, phone connection, and stationery for veteran councils and arrange for car transportation to visit disabled people and lonely retirees.

We have developed and approved the Russian Railways Veterans targeted programme for 2021–2025, which includes assistance programmes, healthy lifestyle and self-fulfilment promotion, long-term care arrangements, and development of digital technologies for veteran services. The programme aims to improve veterans' quality of life and longevity through comprehensive support systems. Over 2,200 programme events took place in 2024.

- >44,000 retirees received monthly financial aid in 2024, with RUB 309.3 m allocated.
- >RUB 12.7 m supported over 7,000 Great Patriotic War veterans, concentration camp prisoners, and home front workers.
- >26,000 retirees received cash compensation for household fuel purchases totalling RUB 572.5 m.
- 3,858 veteran council chairmen and deputy chairmen received RUB 150.2 m in financial aid.
- RUB 18.8 m provided monthly financial aid to 256 keepers of local and site railway museums.
- The Company operates a Unified Social Operator delivering benefits to retirees through remote services. In 2024, over 16,400 retirees submitted benefit applications through the Pensioner Service Portal and hotlines 8 (800) 775-95-97 and 1810. Over 262,700 veterans are registered on the portal, with 17,600 actively using it for information access and online benefit processing.

## Housing policy

The Company cares about the comfort and well-being of its employees, offering corporate benefits to help improve their living conditions and buy housing:

- reduced mortgage rate of 2–4.5%;
- partial compensation of a subsidised mortgage loan for families with new-born or adopted children;
- corporate housing for employees of rare and sought-after professions;
- compensation of up to 70% of rental fees for employees renting third-party housing (up to 100% for locomotive crews);
- subsidies to purchase housing for vulnerable population groups: single parents, multi-child families, people with disabilities caused by a workplace injury, and employees who lost their housing as a result of an emergency or a natural disaster.

In 2024, 972 employees improved their living conditions with the Company's support, including:

- 965 employees received subsidies for a portion of mortgage loan interest. The subsidies totalled RUB 248.04 m;
- seven employees of certain categories (single parents, multi-child families, and others) received non-repayable subsidies totalling RUB 25.4 m;
- 1,096 employees received non-repayable subsidies for the birth of children during the period of subsidised mortgage loan repayment. The subsidies totalled RUB 230.2 m.

As part of the investment project, we completed construction of a 9-apartment residential building at the Smolyaninovo station of the Far Eastern Railway and a 16-apartment residential building at the Khvoynaya station of the October Railway.

## Employee healthcare

### GRI 403–10

To implement a comprehensive approach to ensuring industrial and occupational safety and to extend employees' career longevity, we have 223 medical assessment boards and subboards, 1,480 pre-trip medical check-up offices, 234 psychophysiological units, and 35 occupational pathology and occupational suitability centres at the Russian Railways Group's healthcare facilities for all kinds of mandatory medical examinations. Our existing three-level system of occupational suitability expertise enables employees to keep working even when there are medical alerts, through an individual approach and diagnostic and treatment capacities at our healthcare facilities.

In 2024, the Russian Railways Group's healthcare facilities implemented comprehensive initiatives to prevent diseases, diagnose them early, and treat them.

In 2024, this helped us maintain zero accidents caused by employees' poor health.

Our medical assessment boards ran 1.79 million mandatory medical examinations, while our pre-trip medical check-up offices performed 28.9 million mandatory pre-trip (pre-shift) check-ups, with over 90% conducted in an automated mode.

Additionally, in 2024 there were more than 30 million visits to outpatient healthcare facilities, with 579,000 people receiving treatment, including 27,100 people who received using high-tech medical aid.

Our annual check-up embraced 99.2% of the employees, with 64.4% of them classified in health groups 1 and 2. The

cardiovascular incidence rate, with first-ever diagnoses (for 1,000 people), stands at 23.8. 89.5% of our employees with identified diseases undergo dispensary monitoring. The disability rate from cardiovascular diseases (for 1,000 people) is 0.02. The percentage of our patients with first-ever diagnosed malignant tumours at an early stage (I-II) (histologically verified) reached 80.3%.

**99.2%**

of employees had corporate check-ups

To ensure that qualified employees continue working and to support Russian Railways' staffing with key talent, in 2024 the Company approved<sup>1</sup> the list of medical contraindications for jobs directly associated with traffic control and shunting operations. The document updates medical requirements for the health status of employees and candidates responsible for railway traffic safety, taking into account today's high-tech healthcare solutions and new treatment approaches. Thanks to the document, candidates who were previously deemed unfit can now be employed, and employees who have undergone treatment, such as laser eye surgery, malignant tumour treatment, treatment of injuries and other external impacts, with medical hardware, or full or partial limb amputation can continue working.

## Health resort treatment

Health resort treatment, recreation and leisure activities are available at 57 corporate health resorts, holiday hotels, recreational centres and camps across Russia (from Kaliningrad to the Russian Far East).

In 2024, 66,800 employees, their family members, and non-working retirees received recreational services. When distributing and subsidising health resort treatment stays, the Company places a special focus on employees directly responsible for railway traffic safety. For most employee categories, the proportion of health resort stay costs offset depends on the Company's facility Company, their position, and dates – 10–40% for employees and 20–60% for their family members.

The combination of traditional health resort programmes with new offers (such as detoxing, anti-stress and yoga tours) is becoming increasingly popular. This enables us to develop affordable, diverse, and high-quality recreation solutions.

## Children's recreational facilities

In 2024, Russian Railways organised children's recreational activities at 59 corporate children's camps, 11 third-party children's camps, including two on the Black Sea coast, and 14 corporate schools and children's railways. A total of 49,300 children took part in the children's summer recreational campaign.

<sup>1</sup> Order No. 226n of the Russian Ministry of Health dated 6 May 2024.



## Corporate blood donation

Russian Railways continues expanding corporate blood donation. In 2024, we held over 360 corporate blood donation initiatives, with more than 13,000 railway workers becoming blood donors, and the total amount of blood donated exceeding 5.8 t. 710 Russian Railways' employees are Honoured Donors of Russia.

In April 2024, the Company held the Unified Blood Donation Week volunteering campaign to mark the national Blood Donor's Day. In total, there were 132 initiatives, with about 2,200 Russian Railways' employees taking part and over 1 t of blood donated.

# 710

Russian Railways' employees are Honoured Donors of Russia



## Promotion of sports and healthy lifestyle

### GRI 3-3

The Company has sports clubs to encourage our employees to exercise regularly. There are 606 sports clubs within our railway network, with 25,000 employees attending them. Russian Railways reimburses employee expenses for sports activities at third-party sports facilities. In 2024, around 68,000 workers took advantage of this option.

In 2024, we organised 14 corporate competitions, including Russian Railways employee championships in cross-country skiing, table tennis and badminton, chess, billiards, 8-a-side football, futsal, male and female volleyball, and ice hockey.

# >900

mass sports events were held at the Company's sports facilities in 2024, bringing together around 76,000 people

The Company implements Russian Railways' Healthy Lifestyle Concept for 2020–2025, covering 9 focus areas:

- living tobacco-free;
- reducing alcohol consumption;
- healthy diet at workplace;
- doing more physical exercise;
- maintaining mental health and well-being;
- preventive medicine;
- healthy working conditions;
- raising awareness;
- motivation.

In 2024, the Company held over 11,000 events as part of the Healthy Lifestyle Concept.

Russian Railways' Healthy Lifestyle Week and Summer, Mental Health Week, and the Strong Health programme at children's recreational camps have become traditional for the Company. We arranged 17 fitness tours to popular locations among employees, with about 300 people taking part.

Russian Railways has established the Healthy Lifestyle Agent movement. Healthy Lifestyle Agents are our employees who promote healthy lifestyle. Their primary task is to encourage employees to care about their health. Healthy Lifestyle Agents organise physical training and sports events, industrial gymnastics classes, lectures on healthy lifestyle, inform employees about the harm caused by alcohol and tobacco, and promote proper nutrition and stress prevention. In 2024, the total number of Healthy Lifestyle Agents across the Company exceeded 3,000 people.

To promote healthy lifestyle among our employees, we run a ProZdorovie blog on Russian Railways' Service Portal, and Russian Railways' Healthy Lifestyle Telegram channel (13,200 subscribers, and over 2 million views in 2024), featuring articles on staying healthy, challenges, and online meetings with doctors.

**17.6%** <sup>+1 p. p.</sup>  
share of employees adhering to healthy lifestyle

Our experience in promoting healthy lifestyle among employees was included in the Library of Corporate Employee Health Promotion Programmes.

### Employees' mental health

In March 2024, the psychological support hotline for Russian Railways' employees and their family members resumed operation. The hotline includes a telephone number and the You are Not Alone chat bot. We conducted about 2,700 consultations with a total length of over 650 hours.

There are currently 148 functional and emotional relaxation rooms across the Company's regions of operation, 30 of which opened in 2024 alone.

### Russian Railways' sports and healthy lifestyle excellence awards

For Russian Railways' Year of Health (held in 2023):

- Sustainable Development SOGAZ award in the Inspiring Initiative category;
- Russia's Best Social Projects Award 2024 in the Healthcare and Social Projects category;
- 1st place in the 3rd All-Russian Award Organisation of Healthcare: Industry Leaders in the Public Projects: Creating the Industry's Infosphere category;
- status of Russia's National Projects Partner within Our Contribution National Award;
- Sustainable Development SOGAZ award in the Health as a Lifestyle category for Russian Railways' Healthy Lifestyle Concept for 2020–2025;
- 1st place in the 3rd National Corporate Sports Award in the Corporate Sports Event of the Year category for the LOCO. WE ARE TOGETHER sports festival;
- 1st place in the Investments in the Development of a Healthy Country. Best Corporate Practices 2023 competition in the Development of Wellness Culture category for Russian Railways' Healthy Lifestyle Concept;
- 1st place in the Sports and Russia award in the Sports Team of the Year category with the LocoSummer family sports festival.





## Corporate volunteering

GRI 3–3

# >17,000

campaigns and initiatives were held as part of our Corporate Volunteering target programme in 2024

# >85,000

employees are engaged in volunteering on a permanent basis

# >135,000

employees took part in volunteer campaigns at least once

In 2024, the Company volunteers participated in various campaigns and initiatives, including helping people affected by floods in the Orenburg and Kurgan Regions, participating in the Victory Volunteers nationwide public movement, and organising the 50th Anniversary of the Baikal–Amur Mainline and Ecoleaders. Laying Eco-Trails campaigns. In the 50th Anniversary of the Baikal–Amur Mainline campaign, our volunteers worked at Tynda sites (assembling equipment, food service, logistics, and meeting guests).

Additionally, the Company is developing silver volunteering, encompassing 4,000 employees. Silver volunteers care for low-income families, children, and veteran railway workers, participate in all major events in the regions, collect humanitarian aid for soldiers and refugees, organise workshops to make camouflage nets and

trench candles, and provide patriotism education classes for the younger generation.

Silver volunteer squads operate at each of Russian Railways' 16 railways. In 2024, around 1,000 initiatives involved approximately 15,000 participants. Among other achievements, silver volunteers entered the Conductor of Good Deeds social grant competition and submitted 46 applications, 11 of which received funding.

### Conductor of Good Deeds

Russian Railways runs the Conductor of Good Deeds Company-wide social grant competition. In 2024, jointly with the Honour charitable foundation, we supported 53 volunteer projects.

### Goodness Stations

To support volunteer initiatives, the Company continues opening the Goodness Stations social initiative centres. In 2022–2024, we opened 14 social initiative centres at 12 railways, hosting over 2,000 events and engaging over 20,000 volunteers.

### Clean Baikal Shores

In June 2024, Severobaikalsk hosted the Clean Baikal Shores environmental campaign with 100 Russian Railways volunteers from the entire railway network. This was the first time we held the campaign in a family format, with 16 families from each railway taking part.

### Regional volunteer forums

From 22 April 2024 to 10 November 2024, we held regional volunteer forums across Russian Railways' footprint, with over 1,600 corporate volunteers participating from Russian Railways, its subsidiaries and associates, plus corporate volunteers from partner companies.

### Mobile volunteer squads

In 2024, we launched a pilot project to establish Russian Railways' volunteer squads at the North Caucasus, Trans-Baikal, and Far Eastern Railways. 65 volunteers (26 from the North Caucasus, 16 from the Trans-Baikal, and 23 from the Far Eastern Railways) trained at Russia's EMERCOM training centres. Through this process, volunteers gained specialised emergency response knowledge and skills.

### Annual Youth Conference of Russian Railways

In September 2024, in Noginsk, the 16th annual Youth Conference of Russian Railways took place. Volunteers provided assistance throughout the event.

### 5th Railway Volunteer Forum

In December 2024, the 5th Railway Volunteer Forum reviewed volunteering efforts over 5 years. Forum participants received training in the Efficient Project Management programme, and also took part in the #WEARETOGETHER forum.

### Russian Railways Skills Competition

In 2024, we held regional stages of Russian Railways' Skills Competition across our entire network in Corporate Volunteering Organisation, with winners selected to participate in the final of the 2nd Russian Railways' Skills Competition in Yekaterinburg.



## Inclusive environment

Russian Railways is steadily working to increase accessibility of our social infrastructure facilities and related services for the disabled and other reduced mobility groups. So far, 33 pilot facilities have become partially or fully accessible to certain categories of reduced mobility groups. Additionally, 76 employees completed the professional development programme for managers and professionals in accessibility for the disabled and other reduced mobility groups regarding social infrastructure facilities and related services.

To support families of railway employees raising disabled children, we launched a social project, Russian Railways: A Step Forward, which offers specialised group stays at Russian Railways' recreational facilities, and inclusive family celebrations at social infrastructure facilities.

In 2024, we hosted various Russian Railways: A Step Forward events at 13 sites across 10 railways, with 377 families (930 attendees) participating.

In 2024,

# >400

events

were organised to increase accessibility of pilot social infrastructure facilities for certain categories of reduced mobility groups



## Year of Family at Russian Railways

### GRI 3–3

**2024 was designed as the Year of the Family in Russia. We have a traditional focus on supporting railway workers' families; however, in 2024 our focus intensified, with additional family support measures developed and implemented.**

These measures covered our employees, their family members, Russian Railways' retirees, and people using Russian Railways' social infrastructure (sports facilities, cultural centres, outpatient clinics, children's recreational camps, health resorts, etc.).

The Company's Year of the Family events reached

~1.8 million

people, including 30,204 employees with multi-child family status.

### Main Year of the Family initiatives

#### Promoting physical exercise:

- family fitness tours;
- sports festivals, family healthy lifestyle festivals;
- online training.

#### Raising cultural awareness:

- My Family creative contest among pre-school children;
- mass cultural events to celebrate the all-Russian Day of Family, Love and Faithfulness;
- family recreation programme as part of the Russia Worth Seeing project – family tourist routes.

#### Enhancing infrastructure:

- a sports centre opened in the Mayevo holiday hotel after overhaul;
- the Nadezhda health resort overhauled, with rooms and common facilities modernised;
- accessible environment created at a health resort in Smolensk;
- accessible environment created at the Beryozovaya Roshcha holiday hotel offering medical treatment;
- 67 events organised for certain categories of the disabled.

#### Supporting multi-child families:

- travel expenses for return flights compensated for employees' multi-child families travelling to health resorts in southern Russia;
- priority access for vouchers to Russian Railways' health and recreation facilities given to children from multi-child families;
- 100 bonus points awarded for multi-child family status within the bonus package.

#### Railway worker families' traditions:

- Unified Register of Railway Worker Dynasties developed (1,700 dynasties);
- family sports festivals LocoFamily and fitness and sports event Family Olympics held;
- Clean Baikal Shores family volunteering campaign organised;
- Family Days held in Goodness Station railway workers' social initiative centres;
- as part of the Giving Hope to Children project, 40 fundraising campaigns organised to help Russian Railways' employees' children.

#### Travel with Children initiative:

In 2024, Russian Railways for the first time introduced compensation for travel expenses for multi-child families with children up to 18 years of age travelling to Russian health resorts.

► For more details on the Travel with Children initiative, [see p. 129](#)

## Health and safety

### Management approach

#### GRI 403–1, 403–4

**The implementation of new instruments and measures to prevent workplace injuries within Russian Railways' health and safety management system helps to reduce the annual workplace injury frequency rates regardless of severity.**

The core document that sets out the Company's goals and objectives in this field is the Health, Environmental, Industrial and Fire Safety "Policy of the Russian Railways Group"<sup>1</sup>.

The health and safety management system encompasses all the Group's employees.



One of the key health and safety goals for Russian Railways is improvement of working conditions:

- construction, upgrade, and repairs of sanitary amenities and facilities
- equipping of heating units and lunch rooms;

- installation, upgrade, and repairs of lighting and ventilation systems, etc;
- equipment of locomotive cabs with improved durability glasses, vibration isolated seats, etc;
- reduction in the share of manual labour, including work to mechanise operations, track maintenance and construction.

On an annual basis, health and safety activities account for at least 0.7% of Russian Railways' total annual expenses by main type of activity net of the costs related to workwear, footwear, other PPE, and medical check-ups.

Below are some of the Company's steps to improve working conditions and occupational safety.

- State-of-the-art certified PPE helps considerably reduce occupational morbidity and workplace injury rates. Russian Railways complies with Model Industry Standards for Free Provision of Workwear, Footwear and Other Personal Protective Equipment to Employees of Federal Railway Enterprises.
- Reduction in workplace injury rates, inter alia, by removing employees from hazardous operating areas and by implementing technical solutions that prevent injuries.

- Reduction in occupational morbidity. To that end, mobile occupational pathology and occupational suitability expertise centres are set up at hospitals of the railways' sector, with modern medications and latest diagnostics and treatment equipment in place to early identify occupational diseases and take measures as needed.

The Company's environmental, industrial, and fire safety is underpinned by the following practices:

- the Safety First rule, with safety placed above other performance indicators;
- employees receiving training and improving their skills and competencies in health and safety;
- individual and collective responsibility for compliance with health and safety principles nourished and promoted;
- each employee aware of their individual responsibility for compliance with health and safety principles;
- health and safety risks managed.

<sup>1</sup> Russian Railways' Order No. 102/r dated 21 January 2020.



## Health and safety management system

The health and safety management system is part of the governance framework and helps ensure a comprehensive approach and a single health and safety procedure across all Company levels. Russian Railways manages health and safety at four levels: corporate, central, regional, and linear. Health and safety matters are within the remit of the Environment and Technosphere Safety Department, while at railways, these are the responsibilities of occupational health and safety functions.

The health and safety management system is based on a risk-oriented approach that provides for a shift from reactive (i.e. damage compensation) to proactive measures by minimising employee exposure to production risks, and harmful and hazardous factors.

The Safety Culture Policy of the Russian Railways Group<sup>1</sup> sets it as a development goal to nurture responsibility of the Company and all its employees towards communities, individuals, and professional duties. The Company has a dedicated Regulation on Safety Culture Leaders<sup>2</sup>, which sets out the guidelines for cross-functional interaction and knowledge sharing among members of the Safety Culture Leaders' Community through the existing corporate platforms.

Today, safety culture is embedded in the activities of each and every department involved in ensuring safety, regardless of the role served (traffic and fire safety, occupational health and safety, environmental, transport, economic, and information security). By their actions, our managers demonstrate their commitment to safety culture and take personal responsibility for safety.

The concept of safety culture approved by Russian Railways' Management Board was used to define the labour safety culture, which for our employees means being aware of the importance of occupational safety, taking responsibility for it, and being able to ensure occupational safety as a core value for the Company and each employee.

The concept of occupational safety culture covers the following areas:

- for managers – leadership, risk assessment, priority of health and safety over production issues;
- for employees – competence, involvement and responsibility;
- for equipment, tools, and technologies – availability, serviceability, and safety.

Corporate governance and culture are primarily aimed at improving employee loyalty. Employee loyalty means that employees share our values and vision, which helps them participate actively in the working process and strive to achieve common goals.

### Policies and procedures

The health and safety management system is aligned with the Company's Health, Environmental and Industrial Safety Policy approved by the Management Board of Russian Railways, and prioritises the lives and health of employees.

Each year, the Company develops a list of updated internal regulations on health, industrial, and fire safety and non-occupational injuries.

In the reporting year, Russian Railways had more than 240 internal regulations and guidelines on health and safety. In 2024, 37 internal regulations on health and safety (standards, rules, instructions, and other regulations and organisational and methodological documents) were drafted or updated. The following documents took effect:

- Regulation on organisation of incident investigation in Russian Railways operations;
- Methodology of investigation, recording and assessment of microdamage (microinjuries) sustained by Russian Railways' employees in the working process;
- Methodology for analysing and assessing occupational risks of Russian Railways' employees.

## Analysis and assessment of occupational risks

### GRI 403-2

In 2024, Russian Railways enhanced its health and safety management system through updating regulations and introducing new approaches to occupational risk assessment. These efforts focused on increasing safety of workplaces, adapting assessment methods to actual working conditions and developing efficient measures to mitigate risks for employees.

In the reporting year, Russian Railways updated:

- industry standard 15.014-2024 Health and Safety Management System. Occupational Risk Management. General Provisions<sup>1</sup>;
- Methodology for analysing and assessing occupational risks of Russian Railways' employees<sup>2</sup> (the Methodology).

The regulations were updated to introduce a new approach to calculating the levels of occupational risks at workplaces. The standard sets forth key elements, methods, stages and procedure of Russian Railways' health and safety management system. We enhanced the Methodology with a new algorithm for assessing occupational risks, including collecting primary data for assessing operating environment factors and creating a list of workplaces.

The Methodology enabled transition from occupational risk management by jobs to workplace risk management, which accounts for local specifics of labour conditions.

The structural units of the Company's branches used the Occupational Risk Analysis and Assessment for Russian Railways' Employees automated system to assess risks by key groups of hazardous jobs. They carried out a comprehensive assessments, established acceptable levels of occupational risks, and developed lists of unacceptable and undesirable risks. Following assessments, the regional structural units did the risk ranking and mapping for main hazardous jobs. We also made occupational risk projections.

The most hazardous jobs are:

- track serviceman;
- lineworker;
- electrical mechanic;
- track foreman;
- track supervisor;
- shunting master;
- cargo and luggage acceptance/delivery inspector;
- crossing keeper;
- car inspector-repairman;
- locomotive, railway construction machinery driver and assistant driver;
- rolling stock repairman;
- motor car driver.

Based on the assessment, our structural units developed activities to manage occupational risks as part of the Health and Safety Improvement Programme for 2025.



<sup>1</sup> Russian Railways' Order No. 219/r dated 3 February 2022.

<sup>2</sup> Russian Railways' Order No. 2404/r dated 22 September 2023.

<sup>1</sup> Russian Railways' Order No. 3191/r dated 19 December 2024.

<sup>2</sup> Russian Railways' Order No. 2249/r dated 16 September 2024.



# Occupational injuries

## GRI 403-9

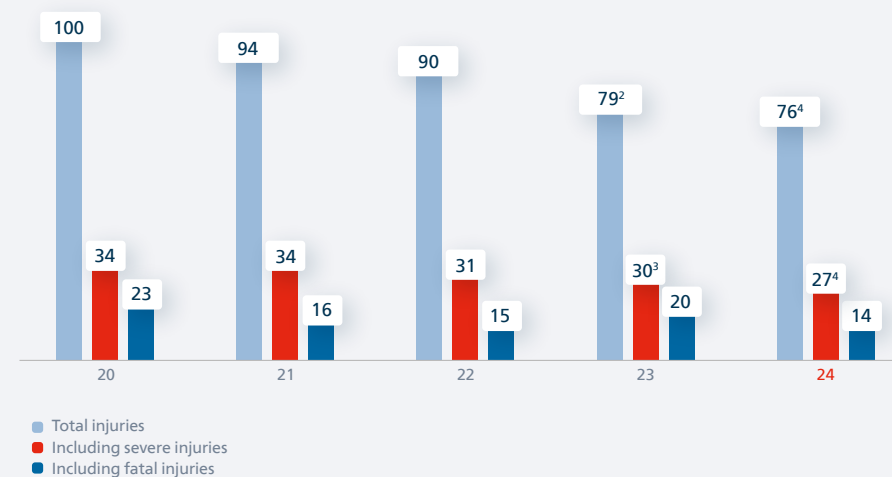
The consistent policy of Russian Railways in health and safety seeks to ensure zero fatal occupational injuries caused by employees. The Company engages in comprehensive efforts to prevent accidents and occupational diseases.

Workplace injuries sustained through the fault of employees/employer (according to Form No. 7 (Injuries)<sup>1</sup>) decreased by 25% over the last five years (from 100 in 2020 to 75 in 2024), including:

- fatalities down by 39% (from 23 to 14 injuries);
- severe injuries down by 24% (from 34 to 26 injuries);

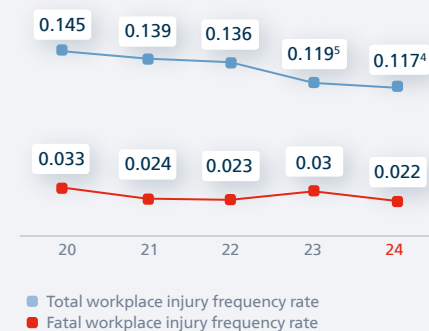
The workplace injury frequency rate with respect to injuries sustained through the fault of employees/employer (Form No. 7 (Injuries) – number of injuries per 1,000 workers) fell by 21% over five years (from 0.145 in 2020 to 0.115 in 2024).

## Workplace injury rates at Russian Railways in 2020–2024 (injuries sustained through the fault of employees/employer (Form No. 7 (Injuries)), people



## Workplace injury frequency rate at Russian Railways in 2020–2024 (injuries sustained through the fault of employees/employer, Form No. 7 (Injuries))

### GRI 2-4



<sup>1</sup> Data based on Federal Statistical Observation Form No. 7 (Injuries): Occupational Injury and Occupational Disease Data (in line with the instructions on the completion of federal statistical observation forms).

<sup>2</sup> The analysis of 2023 found that incorrect data were entered into the system. The indicator was recalculated in line with the updated data: one more minor occupational injury and one severe injury were included.

<sup>3</sup> The analysis of 2023 found that incorrect data were entered into the system. The indicator was recalculated in line with the updated data: one more severe occupational injury was included.

<sup>4</sup> Following an additional accident review procedure, fault was identified on the part of the employee/employer of Russian Railways; as a result, this information was recorded in the Human Resource UCAS, increasing the number of workplace injuries sustained through the fault of employees and the employer of Russian Railways compared with the data in Russian Railways' 2024 Annual Report.

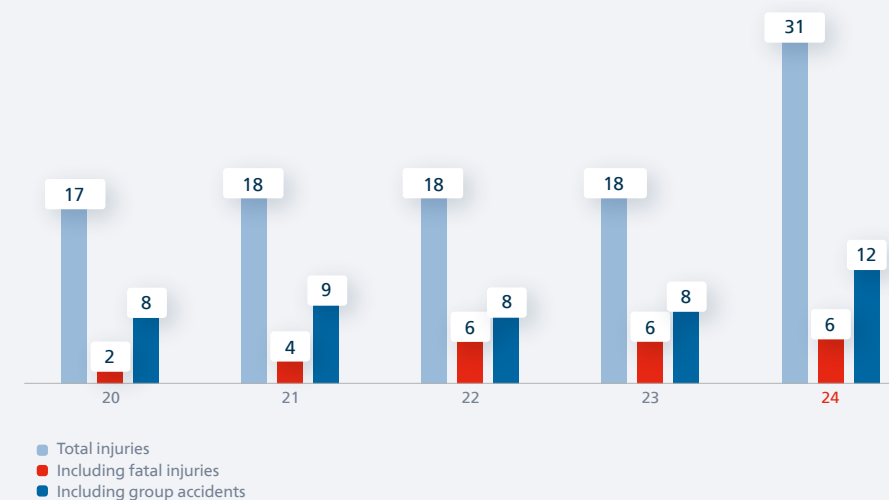
<sup>5</sup> The analysis of 2023 found that incorrect data were entered into the system. The indicator was recalculated in line with the updated data: the total workplace injury frequency rate rose by 0.003 p. from the previously disclosed value (0.116).

The number of group accidents over the past five years (from 2020 to 2024) increased by 50% (from 8 to 12 cases), and the total number of injuries grew by 82% (from 17 to 31 injuries), with

90% of group injuries over the five-year period sustained not through the fault of employees/employer.

The lost time rate, which measures the number of lost working days per 1,000 workers (due to workplace injuries), was down 10% y-o-y.

## Group injury rates at Russian Railways in 2020–2024 (Form No. 7 (Injuries)), people

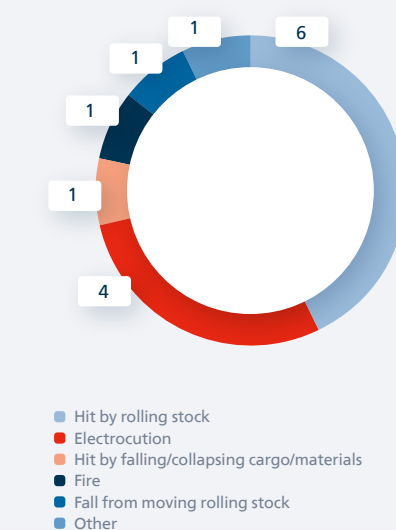


Primary causes of occupational injuries are:

- poor procedures for, and control over, operations;
- violations of operational procedures.

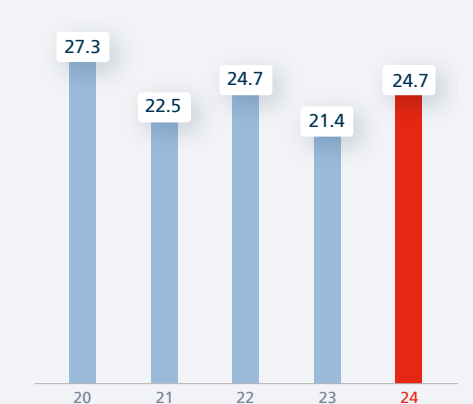
Following each severe or fatal injury involving a Russian Railways employee, all Company branches receive updates about the injury and its causes. Each fatality is reviewed by branch managers, with development of preventive steps and identification of employees who caused the accident.

## Fatal injuries (14 people) by accident type in 2024 (excluding injuries sustained not through the fault of employees/employer (Form No. 7 (Injuries))



- Hit by rolling stock
- Electrocution
- Hit by falling/collapsing cargo/materials
- Fire
- Fall from moving rolling stock
- Other

## Lost time injury rates in 2020–2024



## Injuries of contractors

Accidents involving contractors at Russian Railways sites are at all times reviewed by the Company. However, due to its size and structure, Russian Railways keeps no records of contractors' injuries. The procedure of contractor authorisation is always aligned with the Company's in-house regulations.



## Prevention of occupational injuries

### Health and safety management mode depending on occupational injury rate

In 2024, units of Russian Railways branches continued introducing contingency health and safety management modes depending on occupational injury rates as a tool to prevent occupational injuries.

In order to prevent future occurrences of the circumstances and root causes of workplace accidents, an additional set of measures was carried out whenever a contingency health and safety management mode was put in place.

### Control over health and safety management system

As part of its control over health and safety management in 2024, the Company held:

- six targeted inspections (at the Central Directorate of Infrastructure and its units – the Track and Structures Department, the Automatics and Telematics Department, the Railcar Fleet Maintenance Department, the Directorate of Work Train Operation, and the Infrastructure Diagnostics and Monitoring Directorate;
- two due diligence checks at the North Caucasus and South-Eastern railways.

We reported the results of these control measures to and had them reviewed by senior executives of the units under review, with corrective

measures implemented and disciplinary action taken against employees who caused violations of health and safety requirements.

### Public control over health and safety compliance

The Company has positions of a health and safety officer of the primary trade union organisation of Russian Railways. In 2024, we had a total of 11,600 health and safety officers across the Company.

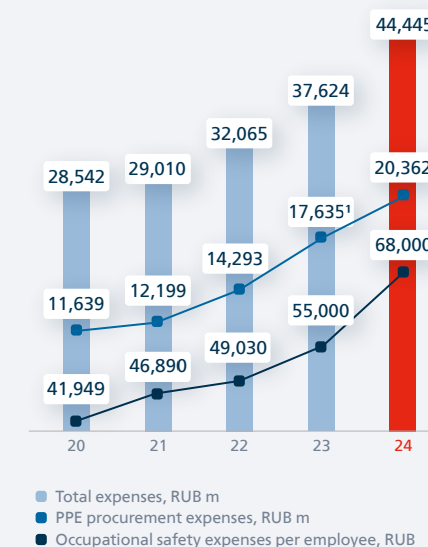
Those who are strongly engaged in measures to ensure the safety of Russian Railways employees are recognised as the Best Health and Safety Officers in Railway Industry. In 2024, this title was awarded to 50 employees of Russian Railways branches based on their performance in 2023.



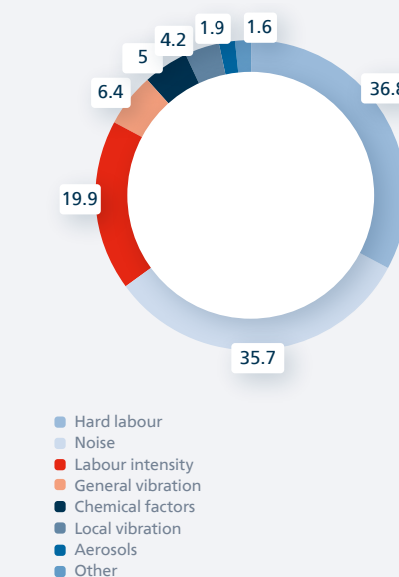
## Labour conditions and occupational safety improvement

GRI 2-4, 403-3

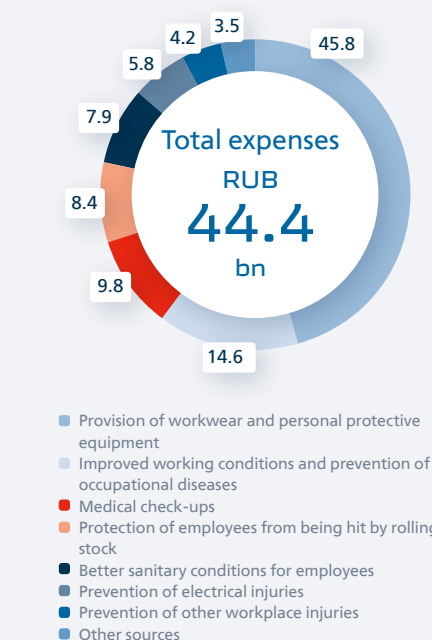
### Working conditions and occupational safety improvement expenses



### Workplace breakdown by working conditions, %



### Breakdown of expenses on working conditions and occupational safety improvement in 2024, by category in 2024, by category<sup>2</sup>, %



In the reporting year, Russian Railways spent a total of

**RUB 44.4 bn,**  
on health and safety improvement initiatives averaging RUB 68,000 per employee (compared to RUB 55,000 in 2023)



<sup>1</sup> The indicator was revised due to a typo: the PPE expenses increased by RUB 35 m compared to the previous disclosure (RUB 17.6 bn).

<sup>2</sup> Including mitigation of impact from hazardous chemical factors and non-ionising radiation, maintenance of microclimate, lighting, noise and vibration levels as required by applicable standards, reduction in workload and work intensity.



## Working conditions improvement

GRI 3–3, 403–7

As at the end of 2024, Russian Railways had 74,800 workplaces with hazardous working conditions – 0.8% more than in 2023.

The number and share of positions with hazardous working conditions were as follows: 54,000 workplaces, or 17.7% of total, in subcategory 3.1, and 20,800 workplaces, or 6.8% of total, in subcategory 3.2. The largest share of all workplaces with hazardous working conditions comprises those characterised by the following factors: hard labour – 36.8%, noise – 35.7%, labour intensity – 19.9%, general vibration – 6.4%, chemical factors – 5%, local vibration – 4.2%, aerosols – 1.9%, other – 1.6%.

### Workplace breakdown by working conditions



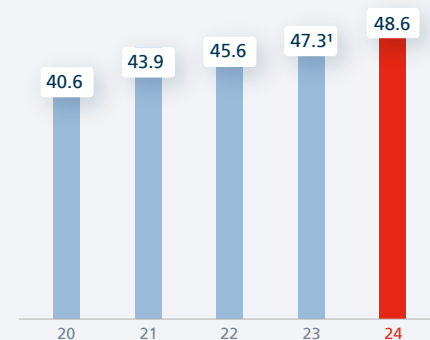
In the reporting period, the Company improved working conditions at 48,600 workplaces, covering a total of 213,000 employees.

In 2024, the Company's improvement initiatives focused on:

- creating a microclimate that complies with all applicable requirements;
- activities to reduce workload and work intensity;
- aligning lighting levels with applicable requirements;
- aligning noise and vibration levels with applicable requirements;
- reducing the impact of hazardous chemical factors and aerosols;
- reducing the impact of non-ionising radiation.

In the reporting period, a special assessment of working conditions was carried out at 48,200 workplaces, which comprised 113% of the plan for the year.

### Number of workplaces with improved working conditions, '000 workplaces



### List of key activities to improve working conditions:

Installation of climate control systems and general and local ventilation and heating systems



Installation of state-of-the-art lighting systems, setting up skylights, and increasing the size of openings



Installation of training simulators



Introduction of video monitoring systems and control over workplaces

### Control over working conditions

In line with a respective plan, in 2024, branches of Russian Railways held laboratory tests with financing allocated to that end totalling RUB 328 m. Laboratory tests held as part of control over working conditions and special assessments of working conditions covered all workplaces with hazardous working conditions.

## Work-related ill health

GRI 403–6, 403–10

Workplaces classified as category 3.1 or higher¹ following a special assessment of working conditions are deemed hazardous for the health of employees.

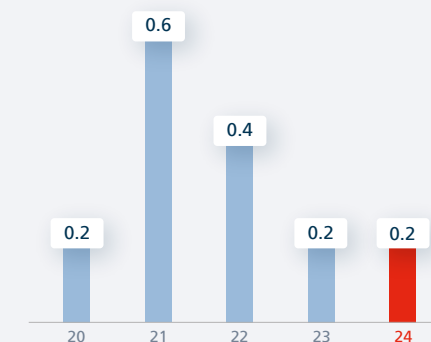
In 2024, 10 employees and 17 retirees of Russian Railways developed 28 occupational diseases as a result of exposure to work-related hazards (compared to 10 employees and 16 retirees in 2023). In 2024, the level of occupational morbidity remained at the 2023 level of 0.2 per 10,000 employees.

Seven occupational diseases were detected in Russian Railways' locomotive crews and three in other professions.

The main types of occupational diseases were:

- sensorineural hearing loss caused by extreme noise pollution;
- hand-arm vibration syndrome;
- myotonic syndrome.

### Level of occupational morbidity per 10,000 workers



### Provision of personal protective equipment

In 2024, Russian Railways spent RUB 20.36 bn on procuring workwear, footwear, and other PPE, which accounts for 45.8% of all expenses on health and safety activities. The comparable figure in 2023 stood at RUB 17.6 bn, or 47% of all the Group's expenses on health and safety activities. Russian Railways' branches received 20.57 m units of PPE, including 12.77 m units of workwear and footwear, and 7.8 m units of skin PPE, representing 100% of the quantities requested by Russian Railways' branches.

As at 1 January 2025, Russian Railways had developed a corporate workwear and footwear collection comprising 94 models of workwear (142 variants) and 86 models of footwear.

In 2024, Russian Railways completed a review of its workwear collection for employees, which now includes high-visibility clothing and protective garments designed to safeguard against various industrial hazards. The updated collection consists of 129 distinct items (54 for women and 75 for men), manufactured in accordance with 48 technical specifications and eight terms of reference. We expanded the collection to include a wider range of women's workwear.

In 2024, the Company completed performance tests on samples of executives' workwear suits initiated in 2023 in accordance with Russian

Railways' Order No. 536/r dated 10 March 2023. Following the tests, executives participated in a survey and a conclusive report was delivered to inform the development of technical specifications for this workwear in 2025.

In 2024, we developed prototype workwear and safety footwear to protect Russian Railways' locomotive depot workers against low temperatures. These advanced garments incorporate high-tech materials while meeting all relevant safety requirements. Following successful field trials across the Moscow, Sverdlovskaya, East-Siberian, Trans-Baikal, and Far Eastern railways, technical specifications were developed for:

- Loko Drive cold-proof workwear that meets requirements for both protective and uniform clothing,
- Loko-Drive Type A and B safety footwear engineered to provide protection against cold in climate zones I, II, III, IV, and "special" climate zone.

This workwear and footwear was highly regarded by locomotive crews.

We have fully utilised the results of the 2024 efforts by structural units in developing local standards for the provision of free PPE to employees, taking into account specific working conditions, identified hazards, and workplace risk assessments, as well as in Russian Railways' tender procedures for workwear and footwear in 2025.

¹ According to the classification of working conditions as per Federal Law No. 426-FZ On Special Assessment of Working Conditions dated 28 December 2013.



## Comfortable Environment Unit initiative



To establish a comfortable environment that improves workforce efficiency and enhances employee satisfaction, Russian Railways is implementing a project called the Comfortable Environment Unit.

The project involves implementing a comprehensive work programme across five areas at the structural units of Russian Railways branches

### Modern workspace

➤ 01

Renovation of production facilities, administrative buildings, and common areas in accordance with approved design projects.



### Material and technical support

➤ 02

Providing employees with required quantities of high-quality tools, workwear, and PPE, along with dedicated facilities for storing, cleaning, and drying workwear.



### Technologies

➤ 03

Supporting the implementation of the lean manufacturing system, innovation-driven development, and continuous improvement initiatives.



### Employee development and motivation

➤ 04

Equipping technical training facilities with both technical resources (simulators, models, dummies) and office automation equipment (computers, interactive whiteboards, etc.), along with dedicated spaces for staff to practise actions in non-standard situations. Showcasing employee achievements on board of honour and creating opportunities for skills enhancement.



### Communication system

➤ 05

Installing production performance information boards, providing access to electronic information services, and establishing coworking spaces.



The project currently involves nine units representing three railways of the Eastern Operating Domain (East-Siberian, Trans-Baikal and Far Eastern railways). In 2024, the selected units renovated 49 facilities, including administrative buildings, service and amenity premises, workshops, and training classrooms.

## Health and safety training for employees

### GRI 403-5

In 2024, Russian Railways' employees completed mandatory training in health and safety requirements with subsequent knowledge testing through 1,094,400 programmes, including 328,400 programmes delivered by education centres and 766,000 programmes conducted in the workplace.

The training covered:

- Programme A (general aspects of health and safety and the health and safety management system) – 89,800 employees;
- Programme B (safe working methods when exposed to harmful and/or hazardous industrial factors and danger sources identified through special assessments of working conditions and professional risks) – 275,100 employees;
- Programme C (safe working methods for high-risk operations requiring additional compliance with regulations containing national occupational safety standards) – 266,900 employees;
- training in PPE use – 191,600 employees;
- training in first aid – 267,400 employees;
- continuing professional education (advanced training for first aid trainers) – 3,300 employees.

In the reporting year, the Company arranged for 174 of its line employees and managers to take advanced

professional training in New Approaches to Managing Health and Safety at the Russian Academy of Railway Transport of the Russian University of Transport (MIIT) focusing on practical recommendations for providing a safe operational environment. We also trained 130 health and safety specialists and occupational safety officers from line management units of Russian Railways' branch structural units under an advanced professional training programme of enhancing the professional competencies of occupational health and safety specialists and implementing comprehensive occupational health and safety processes across the enterprise.

Russian Railways developed and implemented a system of health and safety assessment sessions for middle managers. In 2024, we held 274 assessment sessions covering more than 6,800 middle managers; 127 moderators of assessment sessions from among health and safety specialists received training.

We continued efforts to test managers upon their appointment. In 2024, we tested a total of 12 managers at the Environment and Technosphere Safety Department, while at the branch level, 1,008 managers underwent testing.

In 2024, 199 branch employees of the Company's operational department underwent retraining in health and safety through a 256 hour programme at the Corporate University.

In 2024, the Environment and Technosphere Safety Department jointly with the Corporate University conducted on-site occupational health and safety

training workshops across 11 railways, engaging over 500 regional and local health and safety specialists.

In 2024, we continued training sessions to foster a safety culture. In 2020–2024, these covered 500 employees of the Company's central and regional management levels.

**Health and safety railcars**  
Russian Railways has 14 health and safety railcars, which are part of a single system to train railway employees. Health and safety railcars are mobile training facilities designed, among other things, to provide on-site methodology and organisational support in training and examinations in health and safety using audio, video, and computing equipment, as well as help with prevention measures in health and safety directly at line enterprises.

341  
training sessions  
conducted by health and  
safety railcars in 2024

>8,000  
employees had their  
knowledge assessed as part  
of the programme



## Safety culture promotion

The Company has the Regulation on Safety Culture Leaders<sup>1</sup> in place. This title is assigned to employees actively promoting and supporting the safety culture as the Company’s value, acting as a role model for colleagues, and demonstrating commitment to the

safety culture by their actions, decisions, and behaviour. Such employees form a community of safety culture leaders where they share experience of fostering the safety culture, adopt respective solutions, and serve as examples for others.

The HR Department together with the Employer Brand and Human Capital Development Centre developed

information materials aimed at promoting the safety culture and nurturing responsible behaviour among Russian Railways’ employees. The materials are used during safety culture days and other communication events, which include information and awareness-raising meetings with employees of all business units involved in ensuring safety.

## Industrial and fire safety

**Russian Railways views safety as the cornerstone of its sustainable business development. Mitigating risks not only helps protect the life and health of our employees, but also enhances long-term operational excellence, striking a balance between economic, environmental, and social priorities.**

- actively implementing and improving digital monitoring tools, including the Unified Suite for Managing the Company’s Activities in the Field of Environmental Protection, Industrial and Fire Safety, as well as taking preventive measures to mitigate the risks of accidents and emergencies.

### Industrial safety of hazardous facilities

As part of our sustainable development strategy, in 2024, we actively developed our risk management framework, focusing on the following activities:

- implementing solutions that minimise threats to people and the environment at all stages of our operations;
- enhancing employee competencies through regular training, drills, and certifications in industrial and fire safety;
- fostering a culture of personal accountability where every employee is involved in upholding standards and actively contributes to process safety;

Russian Railways focuses on ensuring industrial safety at its hazardous production facilities, which aligns with UN SDG 9 (Industry, Innovation and Infrastructure) and SDG 8 (Decent Work and Economic Growth).

The Company’s Occupational Health and Safety Management System provides a detailed framework for the distribution of functions and responsibilities at all management levels. Operational control covers every process stage at hazardous facilities, ensuring compliance with regulatory requirements and minimising risks.

Russian Railways operates 5,590 hazardous production facilities, including:

- 571 hazard class 3 facilities;
- 5,019 hazard class 4 facilities.

Thanks to these comprehensive measures, no accidents were recorded at hazardous facilities in 2024, testifying to the effectiveness of our programmes.

Ensuring industrial safety is not only a mandatory requirement for operating hazardous facilities but also a cardinal element of our social responsibility. By mitigating risks to our personnel, the public, and ecosystems, Russian Railways strengthens public trust, enhances infrastructure reliability, and builds a foundation for long-term growth.

## Fire safety

Fire safety is a central element of the Russian Railways sustainability strategy, contributing to the UN SDGs and key focus areas of sustainable (including green) development in Russia.

The Company operates a centralised fire safety management system. Uniform standards for all divisions are maintained through the activities of fire safety commissions at central and regional levels, as well as through close cooperation with the Departmental Security Service of the Railroad Transport of Russia and the EMCRCOM of Russia.

In 2024, Russian Railways and the EMCRCOM of Russia signed an Agreement on Key Areas of Interaction and Coordination in Fire Prevention, Firefighting, and Emergency Rescue Operations, strengthening interagency collaboration to minimise threats to people, infrastructure, and ecosystems.

### Fire trains: technology and social responsibility

A total of 311 Russian Railways fire trains are on standby 24/7. They are not only part of our corporate protection system but also a vital national resource. The fire trains are integrated into the single public system for emergency prevention and response and provide assistance in:

- extinguishing fires at railway facilities (73 responses in 2024);
- protecting the railway infrastructure (59 incidents);
- emergency response operations (67 operations);
- assisting the EMCRCOM in fighting natural and anthropogenic fires beyond Russian Railways infrastructure (369 responses).

As part of the Fire Safety project, we continue to modernise our fleet: in 2024, we acquired five MTSO 2-based pump wagons, which improve response times and reduce environmental risks. Process automation through the Fire Safety modules of the Unified Suite for Managing the Company’s Activities in the Field of Environmental Protection, Industrial and Fire Safety enables us to predict threats, optimise resources, and minimise our impact on ecosystems.

**Fire prevention at Russian Railways is about:**



protecting the lives of employees and the public;



preserving infrastructure for future generations;



reducing our carbon footprint by preventing disasters;



building trust through transparency and partnership with the government.

In the long run, the Company intends to develop green firefighting technologies, more extensively apply big data<sup>1</sup> for risk analysis, and engage employees in creating a culture of responsible safety stewardship.

## Introduction of state-of-the-art emergency response measures

Russian Railways is a member of a single public system for emergency prevention and response and actively employs modern and advanced technologies to respond to all types of natural and man-made threats, including:

- management system functioning at all levels (federal, regional, and site-based) and easily adaptable to different kinds of threats, which covers government bodies, control points, communication and liaison systems and ensures successful functioning of a vertically integrated and territorially dispersed network of governance bodies;
- emergency and recovery teams with modern equipment (cranes with a lifting capacity of 150 t or more, 50 t winch heavy bulldozers, hydraulic machinery made of light metals);
- unmanned aerial vehicles with mobile video conference tools as the fastest-moving means of information collection and transfer in emergency situations;
- integration of Russian Railways’ information systems with the automated information and management system of the single public system for emergency prevention and response.

<sup>1</sup> Russian Railways’ Order No. 2404/r dated 22 September 2023.

<sup>1</sup> Big data is an approach to data management and analysis that enables the processing of large and complex datasets to generate real-time analytics and predictive insights.



## Traffic safety

Traffic safety is one of the crucial key performance indicators for railway transport.

The Company's traffic safety priorities include:

- improving the reliability and safety across Russian Railways' infrastructure;
- managing the risks of traffic accidents;
- preventing or reducing fatalities and injuries among the public at railway facilities;
- taking steps to reduce damage from traffic accidents and incidents;
- preventing any adverse environmental impact.

### 2024 performance

In 2024, the traffic safety target set by the Management Board for the Group was met, with performance improving by 2.5% against the target. Internal risk exposures improved relative to the permitted threshold, driven by a 16% reduction in traffic safety violations attributable to the Russian Railways Group (535 vs 639).

To improve the traffic safety management system based on acceptable risk indicators and management response assessment metrics for Russian Railways infrastructure, the Company approved the Traffic Safety Programme for Risk Mitigation on Russian Railways Infrastructure. The programme seeks to achieve an acceptable exposure to permissible risk by integrating relevant measures into existing processes.

Compliance with the requirements of the Operation Management Rules for Railways in Russia must align with

the current status of Russian Railways' technological development and resource base.

The programmes aimed at ensuring traffic safety and bringing infrastructure into compliance with the Operation Management Rules in 2024 were fully implemented. Investments totalled RUB 143.3 bn. The number of identified non-compliance cases dropped by 5% compared to 2023.

In 2024, Russian Railways updated its regulatory framework for self-assessment of compliance with mandatory requirements for traffic safety and railway transport operation.

Following a campaign to confirm compliance with mandatory requirements, 1,723 units (83%) confirmed their compliance. Of these, 927 units (45%) adopted a declaration of compliance, and 796 units (38%) were certified for compliance with requirements of the traffic safety management system.

The Company has established a system for preventing violations, based on unified approaches to determining personnel responsibility and adhering to principles for applying preventive and disciplinary action against employees who violate mandatory traffic safety requirements or fail to comply with auditor-mandated actions.

Key areas and the target state have been defined through tools used to achieve the objectives of the traffic safety roadmap. They are aimed at meeting requirements for ensuring the reliability and safety of

the transportation process, managing residual risks, regulatory and technical compliance, and interacting with transport market players.

**The Global Safety Index (GSI) remained stable at 3.3 in 2024, flat vs 2023, indicating positive performance in ensuring the safety of our services and railway operations.**



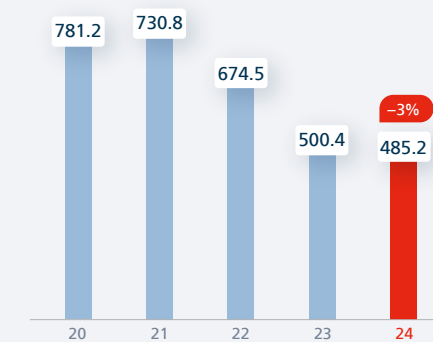
### Traffic safety target, accidents per million train kilometres



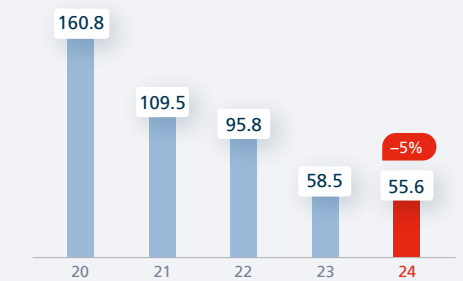
### Number of traffic accidents and incidents<sup>1</sup>



### Acceptable risk exposure, RUB m



### Reduction in identified cases of non-compliance with Operation Management Rules, thousand cases



## Non-occupational injuries

### GRI 416-1, 416-2

Every year, Russian Railways takes steps to prevent injuries to members of the public (non-employees) on its railway facilities. Our work on preventing non-occupational injuries focuses on the following areas:

- **organisational action:** organising lectures and talks on the rules for being in train traffic areas; sending letters to educational institutions and executive authorities; conducting joint raids together with local police and railway security teams on places of unauthorised congregation; organising themed events (quizzes, creative contests, intellectual games) in collaboration with municipal authorities; and arranging tours of railway facilities and sites;
- **awareness solutions:** informing the public of the dangers of being in train traffic areas through posters, signs,

videos, brochures, and announcements at railway stations and on trains; broadcasting themed animated series such as Monsiki, Fixies, and Razvlecheba (Edutainment) on the MULT and STS Kids TV channels; airing The Adventures of Semaforych the Detective podcast on Detskoe Radio (Children's Radio); publishing stories, articles, and posts in the media (multimedia portals, print and electronic media, social networks, radio, and television);

- **technical solutions:** construction, fit-out and maintenance of pedestrian crossings, footbridges and underpasses, pedestrian platforms, eliminating places of unauthorised congregation, putting up guardrails around train traffic and so on;
- **legal solutions:** legislative proposals, participation in the development of new regulations;

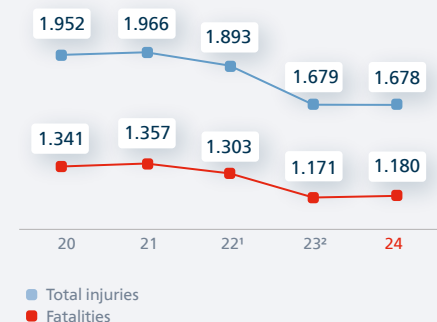
- **search for and application of new approaches:** use of innovative communication channels (displaying information banners, warning signs, and videos), installing LED strips at pedestrian crossings, and using gobo projectors, spherical mirrors, non-slip rubber tiles, and anti-trespass panels, etc.

The Company's organisational and technical efforts, along with the Prevention of Injuries among the Public at Railway Infrastructure Facilities investment project, have helped reduce the level of non-occupational injuries. From 2020 to 2024, the number of injuries on railway tracks declined by 14% (from 1,952 in 2020 to 1,678 in 2024), with fatalities down 12% (from 1,341 in 2020 to 1,180 in 2024).

<sup>1</sup> Data are presented on a comparable basis in accordance with changes in the classification as per Order No. 344 of the Russian Ministry of Transport dated 18 December 2014 (as amended by Order No. 269 of the Russian Ministry of Transport dated 19 July 2022).



## Non-occupational injuries, people



## Technical measures in 2024:

- 15 railway track-level pedestrian crossings equipped with light and sound alarms, and 0.6 km of fences to prevent unauthorised access to train traffic areas commissioned;
- 1,090 pedestrian crossings, 111 footbridges and underpasses, 139 passenger platforms, and 43.6 km of railway fences repaired;
- 246 train approach announcers, 77 public address systems, and 40,462 signs and posters installed;
- lighting on 5,374 pedestrian crossings and platforms improved.

**RUB 396 m**  
allocated for the Prevention of Injuries among the Public at Railway Infrastructure Facilities investment project in 2024

**A 14%**  
reduction in injuries on the rail network achieved in 2020–2024



<sup>1</sup> The information was updated (or indicator revised) following the reconciliation of data with the internal affairs transport bodies: the total number of non-occupational injuries went up by one case as compared to the value earlier disclosed (1,892 people).

<sup>2</sup> The information was updated (or indicator revised) following the reconciliation of data with the internal affairs transport bodies: the total number of non-occupational injuries went up by two cases as compared to the value earlier disclosed (1,677 people), including one fatality.

# Customer relations

## Passenger transportation

## GRI 3-3

The primary objective of Russian Railways is to provide all Russian regions with affordable passenger transportation. Along with suburban transportation comprising multimodal routes, the Company is developing long-haul passenger services, including high-speed and ultra high-speed transportation between metropolitan areas. The Company's priorities include continuous improvement of customer experience, development of new products and services, digitalisation, and creation of a comfortable transport environment affordable to all categories of passengers.

- In 2024, 1,285.8 million passengers were transported, a record high since 2008, including 127.4 million long-haul and 1,158.4 million suburban passengers (up 4.4% and 7.5% y-o-y respectively). The Moscow Central Circle carried its one billionth passenger.
- In 2024, the Company celebrated 15 years since the start of ultra high-speed transportation and five years since the launch of Ruskeala Express, the first modern steam-powered tourist train.
- We continue to focus on top-quality service and customer care throughout the entire travel. In 2024, we developed new multimodal and digital services to make door-to-door transportation more comfortable and expanded the range of high-speed routes, while also continuing to promote a barrier-free environment for passengers with reduced mobility and improving information support.

## Children's care

In 2024 (declared the Year of Family by the Russian President), the Company launched the Travel with Children initiative offering a 15% discount on long-haul transportation in compartment cars for all passengers travelling with children up to 18 years of age.

With the new Travel with Children rate effective in spring, autumn and winter, families with children could take advantage of the year-round Big Family (a 15% discount on transportation in compartment cars for families with three and more children), Happy Holidays (a 50% discount on transportation in open sleeping, sitting and double-deck compartment cars for children aged from 10 to 17) and other rates in summer.





## Rolling stock renewal

The reporting year saw the manufacturing of redesigned double-deck sitting cars completed for Aurora high-speed trains running between Moscow and St Petersburg from December 2024.

The Company also launched fully localised ES104 Finist EMU trains and started certification tests of a new ES105S dual-mode EMU fitted with Russian-made traction equipment.

In 2024, Russian Railways purchased

**313**

suburban cars, including 90 ES104 Finist EMU cars

The Company acquired

**550**

new long-haul passenger cars, including 154 double-deck ones

## Progress on multi-modal routes and hubs

Multimodal transportation involves several modes of passenger transportation with coordinated arrival and departure times. In 2024, the Company offered 38 multimodal routes using buses. These routes carried over 200,000 passengers in 2024, up 17.7% y-o-y.

In summer 2024, passengers were able to buy water transport tickets from railway stations, transport stops, rzd.ru, and the RZD Passengers mobile app. The Company also continued to provide intermodal air and rail transportation in Southern Russia.

## Moscow Central Diameters

Moscow Central Diameters (MCDs) is the largest project of the Central Transport Hub seeking to develop high-capacity commuter rail lines connecting Moscow suburbs with the city centre which combine suburban routes and the Moscow Metro.

In 2024, we completed Moscow urban stations Zelenograd-Kryukovo (MCD-3), Lianozovo (MCD-1), Belorusskaya (MCD-1 and 4), and Kutuzovskaya (MCD-4), while also opening the new Mitkovo station (MCD-3). A new hall was opened at the Moscow-City station enabling a fast and convenient transfer between the Moscow Central Circle and MCD-4. We launched flagship Ivolga 4.0 trains at MCD-3 and 4, and fully upgraded MCD-3 trains

running between Zelenograd-Kryukovo and the Hippodrome. The Rizhsky railway station welcomed passengers after reconstruction, which included modification of railways based on MCD-4 development plans, new passenger platforms meeting MCD standards, and digital traffic management for a more reliable operation of automation equipment.

## Moscow Central Circle

Moscow Central Circle (MCC) is an urban passenger rail line partially integrated with the Moscow Metro in terms of fares and transfers. Over eight years, the MCC has become vital city infrastructure. We continuously improve its operation by reducing travel intervals, introducing new services, and developing the infrastructure. From its launch, the Moscow Central Circle saw one billion trips, transporting 1,157.6 million passengers in 2016–2024, including 160.0 million in 2024 alone.

## Tourist routes

In 2024, the Company offered 91 railway tourist routes running through 46 Russian regions, including 32 suburban ones.

The year saw the launch of nine new routes: Heading to the Arctic on the Ded Moroz Train, Zhigulevsk Weekend , Two Provinces, Zoo Express, Malachite, Ritsa, To Boldino, Journey to Krasnolesye, Tchaikovsky Express. Tour packages for certain tourist trains account for up to 90% of total ticket sales, up almost 10% y-o-y.

In 2024, tourist trains carried around

**~1.1**

million passengers

+17 %

The Travellers’ Club incentive programme integrated with the RZD Bonus loyalty programme is gaining traction, with over 50,000 members having joined the programme since its launch in July 2023.

**Our awards for tourist transportation services in 2024:**

- The Route of the Year nation tourist award (Grand Prix awarded to the To Siberia tourist train for the best railway tour);
- Formula for Movement (third place awarded to the Pearl of the Caucasus as the best passenger transportation solution);
- Formula for Movement (Stick Together as the best social project amid current challenges facing Russia);
- An award from the Krasnodar Territory administration to the Sochi tourist train winning as the best tour project.

## Russia Worth Seeing

In 2024, we ran the second Russia Worth Seeing social contest across our railway network. Every year, the initiative gains traction as we launch new routes and engage more people and sites.

Importantly, Russian Railways involved its cultural facilities in organising social tourism programmes in 2024. Eight such facilities participated in the contest presenting 18 weekend routes in various themes.

The project saw 153 social tourism programmes put into action, including 81 designed for family holidays to mark the Year of the Family in Russia. Over 7,000 people took advantage of the programmes and 65 social infrastructure facilities contributed to the project.

## Development of railway station infrastructure

In line with the approved programme to celebrate the 50th anniversary of the start of construction on the Baikal–Amur Mainline, we completed the construction of 20 new passenger platforms, while also repairing the existing passenger platforms and railways stations.

Ahead of the celebrations, we completed the construction of the modern Lena Railway Station in Ust-Kut, Irkutsk Region, and modular passenger buildings at Chad and Beshentsevo stations (Perm and Altai territories). The buildings are fitted with the Smart Railway Station solution to manage all critical processes remotely.

As part of cooperation with the Kalyazinsky District authorities, the Company set up a small modular railway station at the Kalyazin station, Tver Region, in just seven months. The retro style building is equipped with cutting-edge technologies.

To contribute to creating a framework for comprehensive tourism development in Pereslavl-Zalessky and a master plan for the Big Golden Ring of Russia, Russian Railways built a small modular neo-Russian–style railway station and a passenger platform, while also improving the adjacent area. The project was implemented within the shortest possible time frame of 11 months.

## Accessibility for people with reduced mobility

**In 2024:**

- 30.5% – share of passenger-intensive railway stations accessible for people with disabilities;
- 94% – share of long-haul cars accessible for people with disabilities;
- 27% – share of suburban passenger trains accessible for people with disabilities;
- 100% – share of ultra high-speed passenger trains accessible for people with disabilities.



Our Mobility Assistance Centre continues expanding. In 2024, a total of 457,800 passengers used assistance and support services – 17.6% more than in 2023. Services are provided at more than 10,000 passenger infrastructure facilities.

In 2024, the Company took the following steps to develop the Mobility Assistance Centre:

- increased the number of waiting rooms for passengers with reduced mobility to 52 (by 2.5 times or up 31 rooms y-o-y);
- made video consultations in the Russian sign language available to passengers with hearing impairment via video display terminals at 371 railway stations (+17 or 4.8% y-o-y); worked together with the All Russia Association of the Blind to increase internet accessibility to people with visual impairments.

In 2024, all employees involved in servicing passengers with disabilities (around 53,800 people) were instructed or trained on respective matters.

## Customer service

In 2024, the Company continued to develop its RZD Passengers mobile app and introduce new services such as payment via the the Faster Payments System (FPS), NFC validation of suburban train tickets at gates, discounted ticket issuance using virtual transportation requests, Mir Pay payments for suburban train tickets and services. We are launching a GPS-based (smart) contactless fare payment system for suburban transportation.

And made available new options such as Waiting List, En Route Seat Change, and Railway Station Guide. The Company also added the pictures of long-haul car interior to its website to facilitate ticket choice.

And launched a new generation automated Express management system, with the first ticket sold on Sakhalin in late 2024.

Additionally, Russian Railways fine-tuned Express and web portal software to enable the issuance of documents for animal transportation.

### RZD Bonus loyalty programme

RZD Bonus is Russian Railways' loyalty programme that enables long-haul passengers to earn points by making trips and exchange them for tickets.

In 2018–2024, the number of RZD Bonus participants grew

from **3.2**  
to **10.4**  
million



### Russian Railways' mobile app for passengers

The RZD Passengers mobile app, available from RuStore, a Russian app store, has all a traveller would need and more:

- long-haul and suburban train schedules and real time travel monitoring;
- tickets sold for long-haul and suburban trains, including season tickets, single ride tickets, and tickets for holders of travel benefits that meet eligibility requirements;
- refunds for tickets purchased via the website or mobile app;

- Russian Railways' help information and news.

The Company continues to enhance the app's functionality with regular updates for passengers.

### Customer satisfaction index in 2024

The results of passenger satisfaction surveys represent a target indicator for assessing the performance of passenger services. The method assesses satisfaction at each of the five stages of the customer journey.

Throughout the assessment period the Company registered a positive trend in the satisfaction level of suburban passengers and sustainable growth of the index for long-haul transportation.

The key criteria applied by passengers to assess transportation quality (13 assessment waves) remained fairly stable:

- long-haul routes – train schedule, travel time, safety, cost of services (travel), comfort during travel;
- suburban routes – train schedule, travel time, cost of travel, and safety.

### Consolidated customer satisfaction index in 2024<sup>1</sup>, points

|           | QI   | QII  | QIII | QIV  |
|-----------|------|------|------|------|
| Long-haul | 90.8 | 91.1 | 90.3 | 90.8 |
| Suburban  | 88.6 | 88.2 | 88.0 | 88.5 |

## Freight transportation

### GRI 3-3

**Operating in a highly competitive and volatile market, Russian Railways seeks to provide comprehensive services across all transportation types and expand the range of services available to customers.**

**Advanced logistics technologies lie at the centre of our business, ensuring our ability to serve the maximum number of consumers.**

### Transportation and logistics services

The Company's key priority in the freight transportation segment is to attract additional high-margin cargo volumes and expand the range of logistics products. In order to deliver on these objectives, the Group launched the following services: Scheduled Freight Traffic, Freight Express, Modular Express, and SME Export Express.

### Container solutions

In 2024, container transportation volumes exceeded the record figures of 2023 by 5.9% to reach 7.88 m TEU, with growth driven by domestic (+2.4%) and transit transportation (+52.4%) segments.

In 2024, transit containers transportation hit a milestone of over 1,299,900 TEU travelling through the Russian Railways network (including shipments under new logistics schemes), up 52.4% y-o-y.

<sup>1</sup> Data are collected over passenger complex of the Russian Railways Group.



2024 records

7.88  
m TEU

total container  
transportation

1,299,9  
TEU

transit container  
transportation through the  
Russian Railways network

Key projects in 2024

- The Company introduced a multimodal solution for a fast warehouse-to-warehouse delivery of commercial cargo from China to Russia, with a large domestic fashion retailer becoming the first customer to benefit from the service. The E2E solution comprises first mile goods consolidation in China, road transportation to the border Hunchun railway station, customs clearance, loading to postal cars, rail transportation to Moscow, and road delivery of fully cleared goods to the customer's warehouse. The delivery time from Hunchun, China, to Moscow does not exceed two weeks. New cargo logistics solutions rely on innovative technologies to increase the

weight and size of international cargo and accelerate the delivery. Russian Railways developed a dedicated end-to-end solution taking into account all handling operations for postal and luggage cars at Kamyshevaya and Ussuriysk stations.

- The Company offers SME Export Express, a service for containerised monthly shipments of mixed export cargoes for small and medium businesses from the Bely Rast terminal in the Moscow Region to China. The regular service enables the consolidation of mixed cargoes from Northwestern, Central and Volga federal districts at the Bely Rast container terminal to be shipped to China by a regular container trains. The Company is expanding service geography and the range of export goods. On top of that, the Company created synergy between Agroexpress and our SME Export Express service by integrating autonomous refrigerated containers of agricultural products from domestic exporters into the service's container trains.

RoLa solutions

1,417  
cars

cars involved in RoLa  
transportation in 2024

In 2024, the Company doubled the share of piggyback cars in container trains running with fixed departure and arrival times along the looped Moscow–Vladivostok–Moscow route, which significantly reduced delivery time and enhanced the competitiveness of RoLa services compared to road transportation.

Regular RoLa services provided along the Northern Railway make the far-flung parts of the Extreme North where there is no regular road transportation more accessible.

Improving  
the quality  
of transportation  
services

Sales offices

The Company keeps expanding the network of sales offices whose key feature is a proactive approach to customer relations and the use of cutting edge information and sales technologies based on an automated CRM solution for freight transportation.

The Company created a network of 89 advanced sales offices across Russia, from Kaliningrad to Vladivostok.

Managing the terminal and  
warehouse infrastructure

The Company's terminal and warehouse infrastructure includes 152 container terminals, including 74 used to marshal container trains. In 2024, container terminals dispatched 2,383 trains and handled some 994,000 TEU.

The Company promoted its quick customer response service engaging mobile service teams to load and unload small batches in public areas at Russian Railways stations (outside main cargo terminals) or using customer infrastructure.

Multimodal transportation and  
logistics hubs

The Company's investment programme includes 25 projects aimed at terminal expansion through 2030. The largest projects are already ongoing or will be kicked off as part of the initiative to create a network of transportation and logistics hubs implemented by the Russian Ministry of Transport under a subproject of the Transportation System Development government programme.

2024 highlights:

- a container site is set up at the Syktyvkar transportation and logistics hub (handling capacities increased from 67,700 to 116,700 TEU per year);
- main works are completed at the Ussuriysk and Nakhodka terminals and container shipments started to depart from Far Eastern ports (handling

capacities increased from 14,600 to 40,600 and from 15,700 to 41,700 TEU per year respectively);

- additional screening infrastructure is built at the Naushki station (customs check points increased from 6 to 12);
- universal urban terminals were built at New Chara (handling capacities increased from 5,100 to 14,100 TEU per year), Abakan (handling capacities increased from 7,900 to 17,300 TEU per year), Chelyabinsk Gruzovoy (handling capacities increased from 10,220 to 10,950 cars per year, warehousing capacities increased from 20.7 to 29.5 kt), and Grozny (handling capacities increased to 17,500 TEU per year, storage capacity of up to 500 TEU) stations.

A special attention is paid to developing the transportation and logistics infrastructure of the Central Transport Hub:

- the first container site is opened at the Southern Port transportation and logistics hub that can handle 110,000 TEU per year);
- the Company embarked on design works and the first stage of transferring the cargo terminal from

the centre of Sergiyev Posad to the Naugolny station and building a universal urban terminal.

Environmental Calculator

Russian Railways attaches great importance to environmental issues, this is why we gave shippers an opportunity to calculate their environmental impact. The Company offered its customers the Environmental Calculator in their personal accounts. This tool helps to determine the extent to which GHG emissions are reduced if rail transportation is preferred for any given shipment. We also launched a meter telling customers how many trees they saved by switching to electronic workflow.

As a result, more than 90% of shippers chose to use electronic workflow. The Russian Railways website (<https://cargolk.rzd.ru/>) features an Environmental Memorandum and provides live updates on the reduction in carbon dioxide emissions year to date.

Calculator

➔ 01

for estimating CO<sub>2</sub> emissions  
reduction achieved by choosing  
rail transportation

...



Meter

➔ 02

helping to assess carbon footprint  
reduction achieved thanks to  
choosing rail transportation

...



Meter

➔ 03

helping to assess the number  
of trees saved due to the  
implementation of electronic  
workflow

...





# Local communities and charity

GRI 413-1

## Management approach

Management responsibilities related to the contacts with regional authorities and local communities are allocated among business units of Russian Railways' Executive Office, including:

- Corporate Communications Department for Charitable and Social Activities;
- Department for Federal and Regional Government Relations (in matters related to the operation and development of rail transport);
- HR Department (focusing on the comprehensive youth policy, specifically contacts with educational institutions, including universities, schools and pre-school facilities);

- Social Development Department (in matters related to the implementation of corporate social projects, contacts with culture and sports institutions, and organisation of awareness-raising, sporting and other events);
- other.

### Documents:

- Russian Railways' Charity and Sponsorship Policy;
- Russian Railways' Code of Business Ethics;
- Russian Railways' Youth Target Programme for 2021–2025;

- Russian Railways' Framework for Promotion of Professional Guidance until 2025;
- Programme of Russian Railways' Interaction with Railway Universities until 2025;
- framework agreements with regions of operation;
- mid-term agreements on social and economic cooperation.

## Cooperation with regional authorities and local communities

GRI 3-3

Collaboration between Russian Railways and Russian regions builds on the principles of mutually beneficial partnership. It plays a strategic role in the regional transportation system and economy, and aims to address key priorities such as accelerated development.

The details of cooperation with regional authorities and local communities are set out in partnership and collaboration agreements signed with Russian regions to support rail transport, social, and

economic development. This cooperation is carried out under two main types of agreements:

- framework agreements (perpetual contracts formalising the key aspects of cooperation);
- mid-term agreements (focusing on the key areas of cooperation with amendments made when and if needed: cooperation in transportation services for the public and industrial enterprises in the regions, joint projects, development of railway infrastructure, ensuring transport safety and socio-economic growth).

To put these framework documents into practice, we enter into mid-term partnership and collaboration agreements on railway transport.

In 2024, 74 mid-term agreements were in force between Russian Railways and regional authorities. That year alone, we signed 20 new agreements, including with the Astrakhan, Amur, Belgorod, Vladimir, Voronezh, Kirov, Lipetsk, Nizhny Novgorod, Penza, Ryazan, Smolensk, Samara and Ulyanovsk regions, the Jewish Autonomous Region, the Republics of Chuvashia, Mari El, Udmurtia, Khakassia and Sakha (Yakutia), and the Khabarovsk Territory.

Under these agreements, we join forces with regional authorities to focus on:

- public transportation services, including the development of long-haul and suburban routes along with rolling stock upgrades, convenient scheduling, the design of optimal routes, and the renovation of railway stations and terminals;
- transportation services for industrial enterprises, including non-discriminatory access to railway infrastructure, the development of door-to-door cargo delivery services through the establishment of modern logistics hubs, expansion of multimodal transportation, implementation of digital solutions, and optimisation of warehousing processes;

- transport safety enhancement, including avoiding injuries through the use of advanced safety systems, prevention initiatives, public education campaigns on safe behaviour, etc.;
- joint environmental initiatives, such as the upgrade of wastewater treatment facilities, waste disposal, reduction of harmful emissions and untreated discharges, and cooperation with regional emergency services;
- spiritual, moral and patriotic education of young people, promotion of social design and volunteering;
- access to medical care for local residents;
- opportunities for relaxation, recovery and physical development for both children and adults at the Company's recreational and sports facilities;

- introduction of the full-cycle continuous education through the kindergarten – school – university – company model.

In its regions of operations, Russian Railways is actively involved in socially focused charity in line with the objectives and principles set out in its Charity and Sponsorship Policy. The Company builds relations with local communities based on the respect for their rights and freedoms and does not tolerate any forms of discrimination or infringement.

## Contribution to local communities

GRI 3-3, 203-1, 203-2

**Russian Railways contributes to the creation of new jobs across its footprint and the implementation of social projects to improve the quality of life in local communities.**

Russian Railways is the largest taxpayer to local treasuries and one of Russia's biggest employers. The Company is also the largest consumer of goods produced by Russian businesses, with its orders providing employment to an average of 0.1–1.5% of labour force in the Russian regions hosting transport engineering hubs.

Russian Railways is responsible for long-haul and suburban passenger traffic and freight traffic (including such critical transportation operations as the Northern Supply Haul and shipment of commodities

from the regions producing raw materials). The Company also maintains local social infrastructure, effectively acting in the capacity of a government agency. In some regions, for example, Archangelsk, Amur, and Tomsk, there are destinations where railway remains the only available type of transportation.

The Company and its subsidiaries are the main providers of suburban passenger transportation in Russia. They are integrating suburban transport into urban transport systems and actively developing multi-modal routes and transport interchange hubs to enhance the mobility of urban population.

Russian Railways' investment programme for 2024<sup>1</sup> focuses on developing and upgrading the railway infrastructure and promoting high-speed and ultra high-speed railway transportation.

## Improving the quality of life in the regions of operation

To align with the country's national development goals and advance our strategic objectives regarding social welfare of employees and their families, as well as non-employed retirees, Russian Railways collaborates with regional governments to execute a joint programme aimed at community development, particularly in areas where our employees reside. The plan is designed to improve the quality of life and safety in local communities. It is of particular relevance for inhabited areas located far away from administrative capitals.

<sup>1</sup> Approved by the Company's Board of Directors (Minutes No. 7 dated 26 December 2024).



The plan sets out 418 initiatives to be implemented in 2021–2035 in 75 localities from 35 Russian regions. These initiatives focus on improvements in culture, sports, healthcare, education, and social environment.

Some 242 initiatives are expected to be financed by the governments of Russian regions, with 142 funded by the Company, including 25 on co-financing terms and nine financed by third parties.

In 2024, 78 initiatives were completed, of which 44 were funded by Russian Railways. These included:

- improvement of the central square and park at Dipkun, Amur Region;
- revitalisation of the Zarechny Park of Culture and Leisure in Abdulino, Orenburg Region;
- renovation of secondary school No. 1 in Mogocha, Trans-Baikal Territory;
- overhaul of school No. 15 at Kuloy, Arkhangelsk Region;
- renovation of the Bagulnik rural community centre at Kuanda, Trans-Baikal Territory.

The plan's implementation on the railways is coordinated by working groups chaired by the first deputy heads of the railways and also involving relevant heads of the railway governance body, structural units of branches, and representatives of Russian regions.

In addition to the community development plan with a focus on local communities where Russian Railways' employees live, the Company is implementing three other target programmes to develop social infrastructure and improve the quality of life of its employees:

- national programme for the socio-economic development of the Far East until 2024 and further until 2035;
- Far Eastern Railway as an Accelerated Development Domain (programme until 2030);

- Plan to Attract and Retain Personnel at Russian Railways' Facilities along the Baikal–Amur Mainline.

## Far Eastern Railway as an Accelerated Development Domain

In 2020, Russian Railways launched Far Eastern Railway as an Accelerated Development Domain, a comprehensive initiative under the national programme for the socio-economic development of the Far East until 2024 and further until 2035. The initiative aims to support progressive infrastructure development, improve quality of life for employees, and introduce new management approaches for the railway network across the Russian Far East, with a particular focus placed on the Company's employees, passengers and shippers.

### Digital Railway

The programme primarily focuses on the implementation of the virtual coupling technology and continued upgrade of the locomotive fleet. In 2024, 17,100 virtually coupled trains were assembled and dispatched. This helped significantly improve freight transportation efficiency across the Eastern Operating Domain without the need for large-scale physical infrastructure expansion. In addition, 270 labour-saving devices were deployed across the domain, including track-tamping machines, rail-cutting tools, autonomous screwdrivers, and others.

### Social infrastructure and support

As part of the sanitary and welfare infrastructure upgrades, 124 modular buildings were constructed and commissioned, including heating stations, time-keeping offices, and temporary construction worker settlements. This helped improve working conditions at over 880 job sites.

In the housing sector, a wide range of support measures are available: sponsored mortgage subsidies at an interest rate of 2%, housing rent reimbursements for invited or relocated managers, and targeted child birth payments ranging from RUB 200,000 to RUB 500,000. We also completed the construction of new residential buildings in the settlement of Smolyaninovo.

Furthermore, under the Plan to Attract and Retain Personnel at Russian Railways' Facilities along the Baikal–Amur Mainline, middle managers and line supervisors of the Far Eastern Railway are eligible for grants to purchase a house or an apartment in the range from RUB 2.5 m to RUB 5 m depending on the years of service (five years – RUB 2.5 m, seven years – RUB 3.5 m, ten years – RUB 5 m). We also provide airfare reimbursements to employees travelling to Black Sea resorts, with nearly 2,200 people making use of this benefit in 2024.

> 8,000  
employees

and their family members  
received compensation  
for recreation and spa  
treatments

> 7,500  
people

received reimbursements  
for fitness and sports  
expenses

### Improved access to medical services

To enhance access to qualified medical care in remote areas, we launched a mobile consultative and diagnostic centre aboard the Saint Panteleimon train.

► For more details on the Saint Panteleimon project, see p. 140



Further support was provided to dedicated healthcare institutions through one-time compensation grants of RUB 17.9 m used to attract 14 medical professionals to Russian Railways' healthcare facilities in the Far East. In addition, 225 students were enrolled in targeted education programmes for specialist and clinical residency training.

### Support for vulnerable worker groups

Based on income analysis, we introduced targeted support for families of employees whose per capita income fell below the subsistence minimum. A total of 101 families, including 213 children, received an expanded compensation package, which covered utility payments, school supplies, and basic necessities for children under the age of three. The Company also continues active retraining efforts to help workers transition into digital professions.

### Supplies for residents of remote areas

One of the projects implemented in the social area was a train shop designed to supply remote settlements with food and household goods at reduced prices. A pilot run took place on the Tynda–Verkhnezyensk route. Product ranges and delivery routes are determined based on employee needs and feedback.

## Protecting public health in the regions of operation

### GRI 3-3

#### RZD-Medicine at a glance:

- over 400 outpatient and inpatient medical facilities
- 14,600 round-the-clock hospital beds
- 30 million patient visits per year
- over 550,000 patients treated annually
- over 50,000 healthcare professionals
- 71 regions across Russia, from Yuzhno-Sakhalinsk to Kaliningrad

The professionals of RZD-Medicine provide the full range of healthcare services – from initial consultations to hi-tech medical care. More than 2.2 million people are registered with Russian Railways' medical institutions, including 1.7 million under the compulsory health insurance (CHI) system.

To boost access to first medical aid and patient satisfaction, fourteen mobile medical units are operational. They offer services including medical screenings, check-ups, vaccinations, and health checks for foreign nationals, capable of conducting up to 336,000 examinations annually.



## Saint Panteleimon, a new medical train for the residents of remote Russian regions

In August 2024, we launched the Saint Panteleimon unique mobile consultative and diagnostic centre.

The Saint Panteleimon train is equipped with state-of-the-art medical devices capable of performing advanced laboratory and functional diagnostics. As the mobile centre operates in hard-to-reach regions, the project holds significant social value for local communities.



Each Saint Panteleimon journey requires the involvement of

**~60 people**

(36 RZD-Medicine staff and 24 railway personnel)

Its main mission is to deliver high-quality, professional medical care to residents in remote regions of Russia. The train route covers eight Russian regions: the Republic of Buryatia, the Republic of Sakha (Yakutia), Trans-Baikal, Primorye and Khabarovsk territories, Amur and Irkutsk regions, and the Jewish Autonomous Region.

The Saint Panteleimon train comprises 14 railcars, including six service cars (two residential cars for the staff, an HQ car, a shower car with laundry facilities, a generator car, and a dining car) and eight medical cars (radiology and functional diagnostics cars, two therapy cars, a surgery car, a laboratory, a physician's lounge, and a registration car). All the facilities are fitted with modern equipment, with corridors, doorways, and restrooms designed to be accessible for people with disabilities.

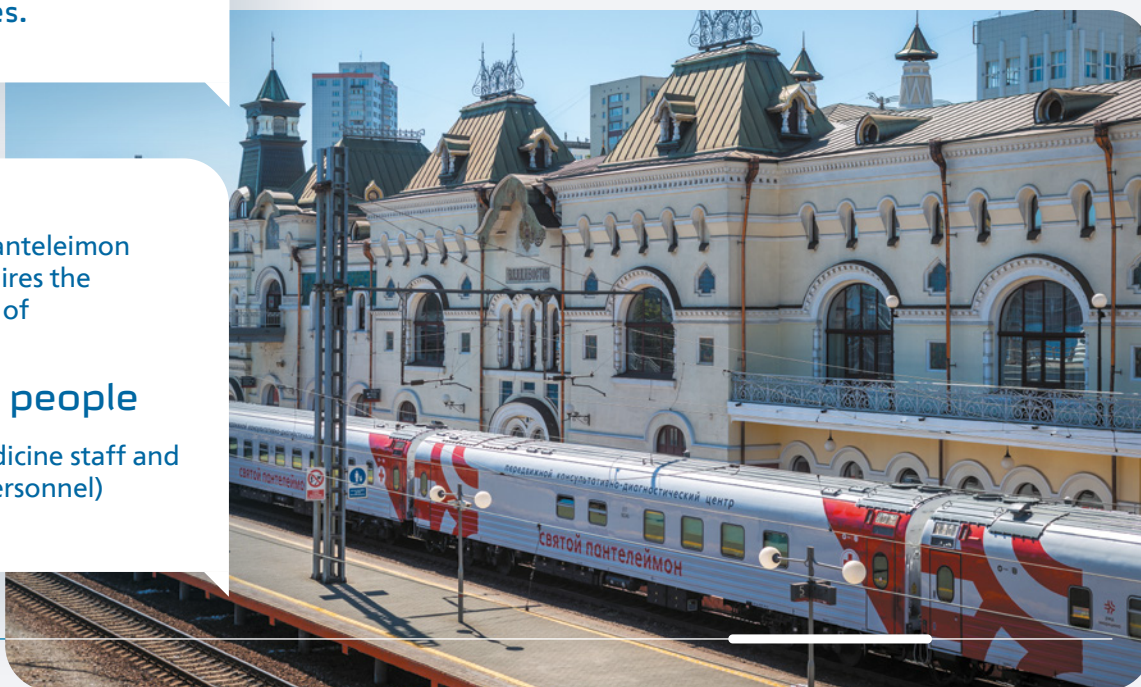
Patients can receive X-rays, mammograms, ultrasounds, spirometry, stress testing, and consultations with specialists including an endocrinologist, urologist, surgeon, paediatrician, ophthalmologist, ENT

specialist, obstetrician, gynaecologist, and dentist. A unique feature of the mobile medical centre is its use of Celsus, a leading Russian AI solution capable of analysing radiological images with high accuracy.

On average, the train offers treatments to approximately 100 patients daily. Saint Panteleimon is open to all: to see a doctor, patients need to visit the registration car with their ID and CHI policy.

### 2024 results

- In its first five months of operation, Saint Panteleimon completed eight journeys across six regions of the Far East and Eastern Siberia.
- The total route duration was 115 days and over 10,000 km, covering 81 train stations.
- Doctors gave around 20,000 consultations and performed over 43,000 lab and diagnostic tests, diagnosing more than 4,300 diseases in patients for the first time.
- As a result, nearly 200 patients were referred for inpatient treatment.



## Medical mission of Doctor Voyno-Yasenetsky

In 2024, the Doctor Voyno-Yasenetsky (Saint Luke) mobile medical centre made 10 trips and visited 77 train stations across the Krasnoyarsk Railway, with 11,500 people from the Krasnoyarsk Territory,

the Republic of Khakassia, and Irkutsk and Kemerovo regions receiving dedicated medical care.

For over 16 years, this "health train" has been visiting the most remote stations, giving residents access to professional healthcare. Half of the patients are regular visitors who closely follow the train's schedule. Before each journey, the

medical team contacts local authorities and distributes route information in an attempt to maximise the outreach.

In 2024, thanks to the government support, we acquired new equipment, including ultrasound machines, ECG devices, and an ENT endoscopy unit.



## Charity

In 2024, our charity initiatives focused on:

- financial support for towns and settlements along the Baikal–Amur Mainline ahead of the railway's anniversary;
- social projects and activities to support the infrastructure of Tynda;
- assisting residents of new territories, plus Kursk and Belgorod regions – delivering humanitarian aid, providing children's health camp vouchers, and organising free travel;
- financing expensive surgical treatment, medication, and rehabilitation of Russian Railways employees, including those retired, providing social support for victims of natural disasters or other calamities, promoting family values;
- facilitating vocational education and improving education quality through financial help to industry-specific

universities and vocational schools, providing equipment and samples for laboratory classes;

- providing assistance to children's organisations, supporting people with physical disabilities and people with incurable and life-limiting illnesses, including support for the Children's Hospice autonomous non-profit organisation, So-Edinenie Support Fund for the Deaf-Blind, Obereg autonomous non-profit organisation, the Life Line charity foundation for saving seriously ill children, the Russian Paralympic Committee, and the National Monitoring Centre for Missing and Injured Children;
- supporting charitable projects for restoration and conservation of Russian historical and architectural landmarks, including churches and

monasteries of cultural and historical significance (St Seraphim of Sarov Charitable Foundation, Voskresensky Novodevichy Convent in St Petersburg, Trinity Lavra of St Sergius, Donskoy Monastery);

- supporting environment-related causes;
- promoting mass sports, fitness and healthy living, including support for hockey, basketball, and volleyball clubs;
- supporting national children's competitions Lokoball (football), Lokobasket – School League (basketball), Lokovolley (volleyball), Lokojud (judo), and Lokogimnastika (rhythmic gymnastics);
- promoting cultural events, including music festivals, dance competitions, and theatres.



Aid reached

**140** social institutions, including:

**33**

secondary schools

**24**

preschools

**11**

healthcare facilities

In total, the Company spent

**RUB 7.9** bn
on charitable initiatives  
in 2024

### Kindness Mission

In 2024, Russian Railways joined forces with Rossotrudnichestvo to launch two inaugural Kindness Missions in Uzbekistan and Turkmenistan. A delegation of doctors and staff from the Company's healthcare institutions delivered 41 lectures to medical students and professionals, conducted 15 surgeries and master classes, and held over 200 patient consultations.

The Kindness Mission seeks to provide free aid to foreign countries through volunteer efforts in emergency relief, healthcare, psychosocial support for children and adults, and agricultural assistance.



## Children and youth policy

GRI 3-3

### Russian Railways for schoolchildren

To attract motivated youth, Russian Railways offers comprehensive career guidance to school and university students. This effort helps effectively identify and nurture talents in children and young people and aligns with Presidential Decree No. 309 On the National Development Goals of the Russian Federation Through 2030 and Beyond to 2036 dated 7 May 2024.

In 2018, the long-standing youth engagement activities of Russian Railways were integrated into a career guidance and onboarding system under the Land of Railway brand. This system enables the creation of customised educational pathways tailored to students' skills and interests.

Russian Railways' educational system encompasses an entire range of educational institutions – from pre-school to higher education facilities. The Company is the founder of 98 educational institutions.

#### Russian Railways' educational infrastructure:

- 77 kindergartens, 12,700 pupils;
- 21 RZD schools, 7,800 students;
- 26 children's railways, 18,000 students aged 11 to 17;
- 6 Kvantorium science parks for children, 1,500 students;
- 109 RZD classes within corporate and municipal schools, 4,000 students;
- 14 cadet classes, 272 students.

Russian Railways' kindergartens are listed among the

**Top 500**
pre-school educational  
institutions in the Russian  
Federation

In 2024, more than

**159,000**  
children
participated in Russian  
Railways' educational and  
career orientation projects

### Children's railways

Through the Children's Railways project, schoolchildren get hands-on experience in railway careers in a grown-up learning format. At 26 children's railways, students from grades 5 to 11 learn about core railway professions, including in the field of passenger services, track and infrastructure, rolling stock (locomotives and railcars), train control systems, and transport operations management. More than 50% of graduates go on to study at railway universities or vocational schools, many under targeted admission programmes.

We host the annual Russian Railways skills competition for young professionals where the students of Children's Railways compete with other participants in seven skill areas: railway station operations, railcar maintenance and repairs, maintenance of railway automation and remote control systems, track maintenance, locomotive driving, prototyping, and teamwork in the management of transport operations.

### Kvantorium science parks for children

Russian Railways opened six Kvantorium science parks for children at the Privolzhskaya, Sverdlovskaya, East-Siberian, Chitinskaya, Svobodnenskaya and Far Eastern children's railways. The project aims to unlock engineering potential and project-based thinking in students, to train highly qualified personnel with unique skills, and to foster innovation. Children work with modern equipment and take part in the Company's real life projects, with around 1,500 students developing innovative solutions each year.

### Specialised sessions at national centres for children

Since 2018, Russian Railways has hosted specialised sessions "The Land of Railway" at the Company's children's camps and national recreational centres such as Artek, Ocean and Smena. These sessions fully immerse children in the world of railways and include workshops on emotional intelligence, leadership, soft skills and professional competencies, interactive games and championships.

### Partner schools of the Company

In 2020, Russian Railways launched a project offering specialised RZD classes at municipal schools. Today, the initiative includes 109 such classes. The Company's educational programme encompasses over 20 career guidance and academic activities that help students gain deeper insights into the railway industry.

We pay special attention to project-based learning with such initiatives as Engineering Holidays, two-week intensive training sessions held at the Kvantorium science parks. To support talented students with strong knowledge in natural and technical sciences, RZD School No. 7 in Novokuznetsk established a Centre for Gifted Children that uses advanced teaching methods for talent development.



### Career guidance for schoolchildren

Russian Railways actively supports early career guidance by taking part in national and international events and competitions every year.

The Company is a partner of the Ticket to the Future project, which organises career trials at railway facilities for students from grades 6 to 11, offers teacher training, and helps develop learning materials.

Russian Railways also takes part in the Transport of the Future competition, offers nationwide online lessons, regularly participates in the Proektoria forum, and collaborates with the Sirius Educational Centre to support gifted youth.

### Transport Engineers, nationwide competition of children's engineering inventions

In 2024, following an instruction from President Vladimir Putin, Russian Railways and the Movement of the First enrolled support from the Russian Ministry of Education to organise Transport Engineers, a nationwide competition of children's engineering inventions that drew participation from 87,000 school students across the country.

The competition aims to create new opportunities and ensure equal access for children to engage in science and technology and nurture mass interest in this field.

### Big Break project

For the fifth year running, Russian Railways served as the general partner of the Big Break nationwide competition. Every year the Company's employees develop case studies for participant and take part in the competition as speakers and experts. The main prize from the Company for students from grades 5 to 7 is the Dream Journey from St Petersburg to Vladivostok.

In partnership with the Federal Centre for Additional Education and the Organisation of Recreation and Wellness for Children, Russian Railways holds events to promote additional education among teachers and young people. Since 2022, the Company has held two-week project-based intensive learning sessions for the students of RZD classes, with the best projects selected to compete in the RZD Accelerator contest.



### Land of Railway programme

In 2024, Russian Railways implemented the Land of Railway, an additional general development programme, in 53 of its children's camps.

The variable part of the programme includes three modules tailored to different age groups: Railway Game Zone (ages 6 to 9) – 5,500 children, Iron Health (ages 10 to 13) – 7,500 children, and Rings of Protection (ages 14 to 16) – 2,000 children. More than 300 educators received training to deliver the programme.

The invariant part of the programme in 2024 was developed in such a way as to reflect the celebration of the Year of Family in Russia and the 50th anniversary of the start of construction on the Baikal-Amur Mainline. Over 45,000 children took part in the invariant activities.

The programme places particular emphasis on engaging teenagers. In 2024, the children's recreational camps run by the Company introduced the Teen Educator League, with 400 teenagers assisting camp educators as part of the programme delivery.



## Partnership with universities

Russian Railways actively cooperates with nine dedicated universities scattered across Russia. Under the Programme of Russian Railways' Interaction with Railway Universities, the Company works to upgrade the universities' infrastructure and R&D capabilities, streamline learning processes, and improve the skills of university management and professors, with a total of 194 Russian Railways venues established across partner universities since the programme's launch, including classrooms, branded zones, and simulator rooms.

In partnership with Russian Railways, universities continue to participate in such federal projects as Professionalitet, Priority-2030, and Innovative Engineering Schools.

- Efforts continued to establish educational and industrial clusters under the Professionalitet federal project (part of Russia's national social and economic development initiatives through 2030). With Russian Railways' support, 17 such clusters have been created since the project's inception, including five in 2024. Currently, over 2,300 students are enrolled under the programmes sponsored by the Company. Training is offered in four key railway specialisations: Railway Construction, Track, and Track Facilities; Power Supply; Rolling Stock (Locomotive) Operation and Maintenance; Railway Automation and Remote Control Systems.
- Three railway universities participating in the Priority-2030 project continue to contribute to achieving Russia's national development goals.
- Two Innovative Engineering Schools were established in Moscow and St Petersburg.

To improve the quality of specialist training, 73 university instructors took part in the Top 100 programme designed to develop the leadership talent pool at railway universities.

As part of its commitment to youth employment, Russian Railways continues to support Russian student squads. In the 2024 work semester, 18,000 people worked at the Russian Railways Group's facilities as part of railway transport student squads – an absolute record entered in the Russian record book.

**25,400**  
students

are currently studying in educational institutions under contracts with Russian Railways

In the 2024 admissions campaign, more than

**4,000**  
students

were enrolled in full-time and part-time programmes at railway universities under Russian Railways contracts





# MANAGERIAL → ASPECT

## Supporting small and medium-sized enterprises

For the sixth consecutive year, Russian Railways secured a Top 20 position among major customers committed to supporting small and medium-sized enterprises.

.....



## Supporting high corporate governance standards

In 2024, the Russian Institute of Directors confirmed Russian Railways' National Corporate Governance Rating at 7+ (Advanced Corporate Governance Practices).

.....



## Ensuring technological sovereignty

As part of measures to ensure technological sovereignty, Russian Railways is engaged in the Transport industry committee, the industrial competency centre for substitution of foreign industry digital products and solutions in the key areas, plus competency centres for developing Russian general and applied software.

.....



# ~24,000

legal and anti-corruption events held at Russian Railways in 2024

# 64.6%

total share of procurement from SMEs in 2024

# RUB 172.51 bn

total investment in innovation projects in 2024



## Promoting innovations

In 2024, Russian Railways won the GenerationS Innovation Award in the Innovation Company of the Year category.

.....



## Adhering to the principles of honest and transparent business conduct

Russian Railways was among the leaders of the Anti-Corruption Rating of Russian Business compiled by the Russian Union of Industrialists and Entrepreneurs for the fifth consecutive time in 2024, confirming our high transparency and corporate ethics maturity.

**Russian Railways' rating: AAA+**: strongest anti-corruption standards

.....



## Fulfilling our obligations in good faith

Russian Railways is a key contributor to Russia's budget as well as social and economic growth. As a systemically important company and a major taxpayer, we are aware of our responsibility towards the government, shareholders, and employees.

.....





# Corporate governance

## Corporate governance framework

### GRI 2-9

**Russian Railways' corporate governance framework and practices are based on leading corporate governance standards while accounting for specific nature of its operations and governance as a 100% state-owned single economic entity<sup>1</sup>.**

The key principles of corporate governance are set out in Russian Railways' Corporate Governance Code<sup>2</sup>:

- protecting the rights and interests of the shareholder;
- ensuring effective performance of governance and oversight bodies;
- maintaining operational transparency;
- improving sustainability performance;
- ensuring effective governance of controlled entities.

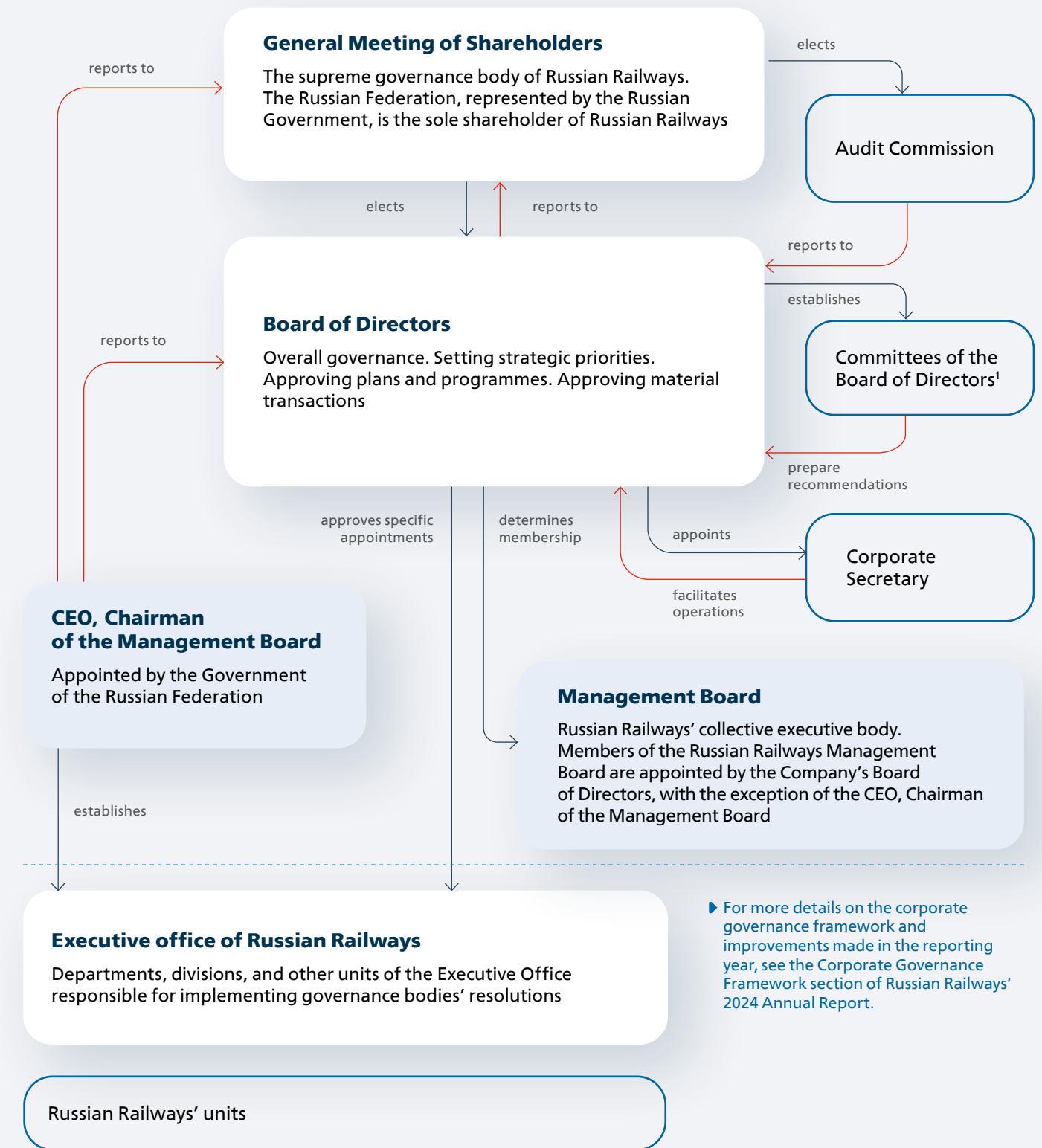
The Company's corporate governance practices are shaped by instructions and guidelines of the Russian Government, which places particular emphasis

on elevating corporate governance standards in state-owned companies. Our corporate governance mechanisms and tools are also designed in line with the regulations and recommendations of the Bank of Russia and the Federal Agency for State Property Management.

Group-wide governance consistency at the Russian Railways Group is achieved through common corporate governance principles, governance body representation at controlled entities, unified operational standards (policies), and a standardised strategic planning and budget management framework.



## Sustainable development management at Russian Railways



<sup>1</sup> As defined by Federal Law No. 29-FZ On the Specifics of Administration and Disposal of Railway Transport Property dated 27 February 2003.

<sup>2</sup> Approved by the Company's Board of Directors (Minutes No. 1 dated 14 September 2022).

<sup>1</sup> Audit and Risk Committee, Personnel and Remuneration Committee, Strategic Planning Committee, and Digital Transformation and Innovation Committee.



## Corporate governance framework improvement

Russian Railways places significant emphasis on improving the governance framework across its Group companies, incorporating international best practices in corporate relations and stakeholder interest balancing.

In 2024, the following measures were implemented to enhance Russian Railways' corporate governance framework and practices:

- shareholder relations development: adoption of the Regulation on Preparing for Russian Railways' Annual General Meeting of Shareholders<sup>1</sup> and the Regulation on Information Exchange between Russian Railways and the Federal Agency for State Property Management via the Interagency Portal for State Property Management<sup>2</sup>;

- Board of Directors' performance improvement: preparation of proposals to elect three independent directors to Russian Railways' Board of Directors for the next corporate year; approval of updated versions of the Board Committee regulations<sup>3</sup>; amendments to the Regulation on Assessing Performance
- of Russian Railways' Board of Directors, its Committees and Members<sup>4</sup>;
- operational transparency enhancement: development and Board approval of a revised Russian Railways' Regulation on the Information Policy<sup>5</sup>;
- sustainability development: approval of the Sustainable Development Policy of the Russian Railways Group<sup>6</sup>; expansion of the Strategic Planning Committee's mandate to include sustainability matters;
- controlled entity governance efficiency improvement: approval of the Policy on Managing Companies with Russian Railways Participation<sup>7</sup>.

## Corporate governance assessment

An independent external evaluation of Russian Railways' corporate governance practices is conducted as part of the assignment and annual maintenance of the Company's National Corporate Governance Rating (NCGR).

In 2024, Russian Railways was named winner in the Development Path category at the National Corporate Secretaries Association (NCSA)<sup>8</sup> awards. This category featured Russian companies, including public ones, that demonstrated best practices in enhancing their corporate governance frameworks.

**In 2024, the Russian Institute of Directors confirmed Russian Railways' NCGR rating at 7+ (Advanced Corporate Governance Practices), noting positive developments and areas for further improvement in the Company's governance practices.**



## Board of Directors of Russian Railways

### GRI 2-9

The Board's key objective is to ensure the Company's general management and determine its business priorities and development strategy. It approves:

- core operating programmes and functional development strategies;
- a financial plan and an investment programme.

The Board of Directors defines general principles of and approaches to risk management in the Company.

In 2024, the Board of Directors of Russian Railways held 13 meetings, including five meetings held in person and eight in the form of absentee voting. During these meetings, the Board addressed 96 agenda items covering various aspects of the Company's operations.

## Independent directors

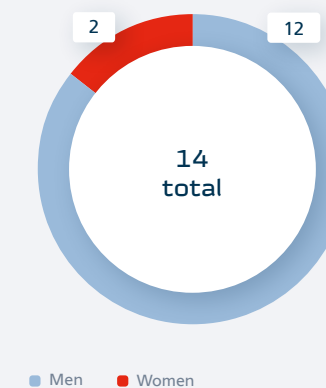
In line with international corporate governance practices, the Board of Directors of Russian Railways includes independent directors.

In 2024, the Board had two independent directors. Independent directors possess the professional expertise, competencies and experience necessary to form their own opinions and make objective judgements not influenced by the Company's executive bodies and its sole shareholder.

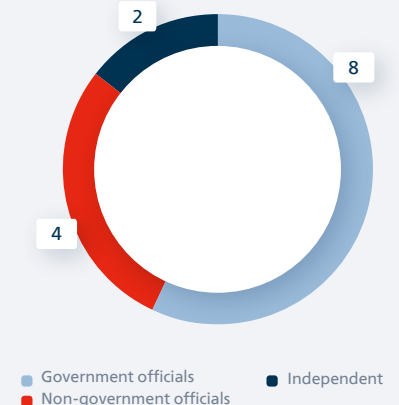
The independent directors chair and participate in two of the Board's four committees: the Audit and Risk Committee, and the Personnel and Remuneration Committee.

## Composition of the Board of Directors<sup>1</sup>

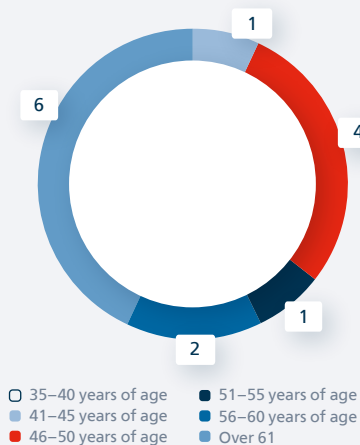
### Composition of the Board of Directors by gender



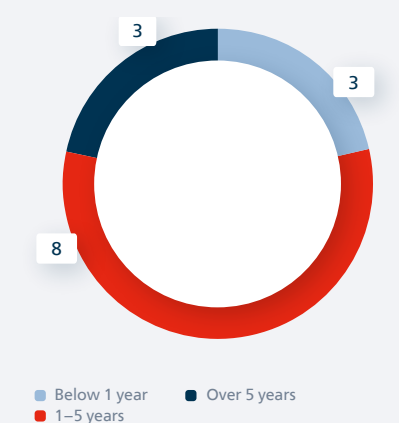
### Composition of the Board of Directors by category



### Composition of the Board of Directors by age



### Composition of the Board of Directors by tenure



► For more details on the Board of Directors' performance in the reporting year and the Board remuneration, see Russian Railways' 2024 Annual Report, Board of Directors section.

► For more details on the Board of Directors' involvement in sustainable development, see p. 30-31.

<sup>1</sup> Russian Railways' Order No. 1700/r dated 11 July 2024.

<sup>2</sup> Resolution of Russian Railways' Board of Directors dated 6 December 2024 (Minutes No. 5).

<sup>3</sup> Resolution of Russian Railways' Board of Directors dated 30 August 2024 (Minutes No. 1).

<sup>4</sup> Resolution of Russian Railways' Board of Directors dated 6 March 2024 (Minutes No. 10).

<sup>5</sup> Resolution of Russian Railways' Board of Directors dated 12 February 2025 (Minutes No. 9).

<sup>6</sup> Resolution of Russian Railways' Board of Directors dated 27 June 2024 (Minutes No. 15).

<sup>7</sup> Resolution of Russian Railways' Board of Directors dated 6 March 2024 (Minutes No. 10).

<sup>8</sup> A professional community of experts in corporate governance.

<sup>1</sup> Approved by the Russian Government's Order No. 1706-r dated 28 June 2024.



## Remuneration of the Board of Directors

In 2024, the Annual General Meeting of Shareholders of Russian Railways adopted a resolution<sup>1</sup> to pay remuneration to the Company's directors

who are not government officials for the 2023–2024 corporate year in the amount recommended by the Board of Directors<sup>2</sup> and in the manner prescribed by the Regulation on Remuneration and Compensation Paid to Members of Russian Railways' Board of Directors<sup>3</sup>.

In 2024, the Annual General Meeting of Shareholders of Russian Railways resolved to allocate RUB 45.5 m<sup>4</sup> in remuneration to members of the Russian Railways' Board of Directors, with the three-year total for 2022–2024 reaching RUB 126.3 m.

## Committees of the Board of Directors

### GRI 2-9

For preliminary consideration of the most important matters and development of relevant recommendations, Russian Railways' Board of Directors has the following committees in place:

- Strategic Planning Committee;
- Audit and Risk Committee;
- Personnel and Remuneration Committee;
- Digital Transformation and Innovation Committee.

The committees are elected by Russian Railways' Board of Directors and operate in accordance with the committee regulations approved by the Board of Directors on 30 August 2024 (Minutes No. 1).

► For more details on the Board of Directors' committees, see Russian Railways' 2024 Annual Report, Committees of the Board of Directors section.



## Management Board

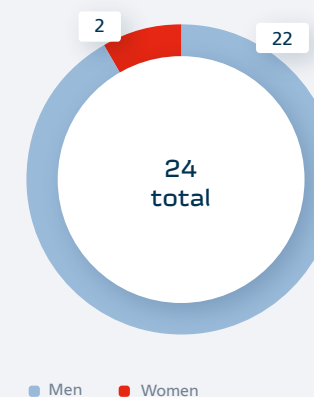
The Company's Management Board is a collective executive body responsible for the general management of business operations. The Management Board acts in the Company's interests and reports to the Company's General Meeting of Shareholders and the Board of Directors. Members of the Russian Railways Management Board are appointed by the Company's Board of Directors, while the Chief Executive Officer (CEO) – Chairman of the Management Board is appointed by the Government of the Russian Federation.

In 2024, the Management Board of Russian Railways held 130 meetings, reviewing and resolving matters essential to the Group's development.

### Members of the Management Board<sup>1</sup>

Members of Russian Railways' Management Board are appointed by the Company's Board of Directors (with the exception of the CEO – Chairman of the Management Board, who is appointed by the Government of the Russian Federation).

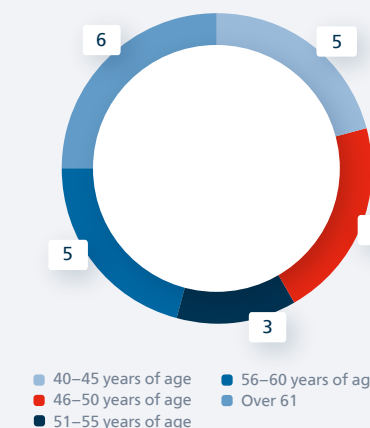
#### Composition of the Management Board by gender



<sup>1</sup> As of 31.12.2024.



#### Composition of the Management Board by age



► For more details on the Management Board's performance and remuneration, see Russian Railways' 2024 Annual Report, Management Board section.

### Remuneration of the Management Board

Designed to improve the effectiveness of individual and collective performance of the Management Board members, the remuneration system relies on the achievement of the Company's KPIs.

Total remuneration accrued and paid to the Management Board members in 2023 and 2024 amounted to RUB 1,182.030 m and RUB 1,091.597 m, respectively.

► For details on the Audit Commission, internal control and audit see Russian Railways' 2024 Annual Report, Audit and Control section.

<sup>1</sup> Order No. 1706-r of the Russian Government dated 28 June 2024.

<sup>2</sup> Resolution of Russian Railways' Board of Directors dated 14 June 2024 (Minutes No. 14).

<sup>3</sup> Resolution of Russian Railways' Board of Directors dated 26 June 2018 (Annex No. 3 to Minutes No. 25).

<sup>4</sup> Order No. 1706-r of the Russian Government dated 28 June 2024.



# Risk management

In line with best practices and regulatory guidelines, including those of the Bank of Russia, Russian Railways has established and continuously enhances its comprehensive risk management and internal control system (RMICS).

The RMICS is integrated into operational and project activities as well as strategic planning. This enables enhanced identification and assessment of risks (risk factors, causes, and potential impacts) and timely risk response, including through process analysis and improvement, while accounting for increased external influences, particularly from geopolitical and macroeconomic developments, as well as the ever changing business environment.

Thus, the underlying principles of Russian Railways' RMICS are integration, comprehensiveness, structured approach, adaptability, and dynamic responsiveness.

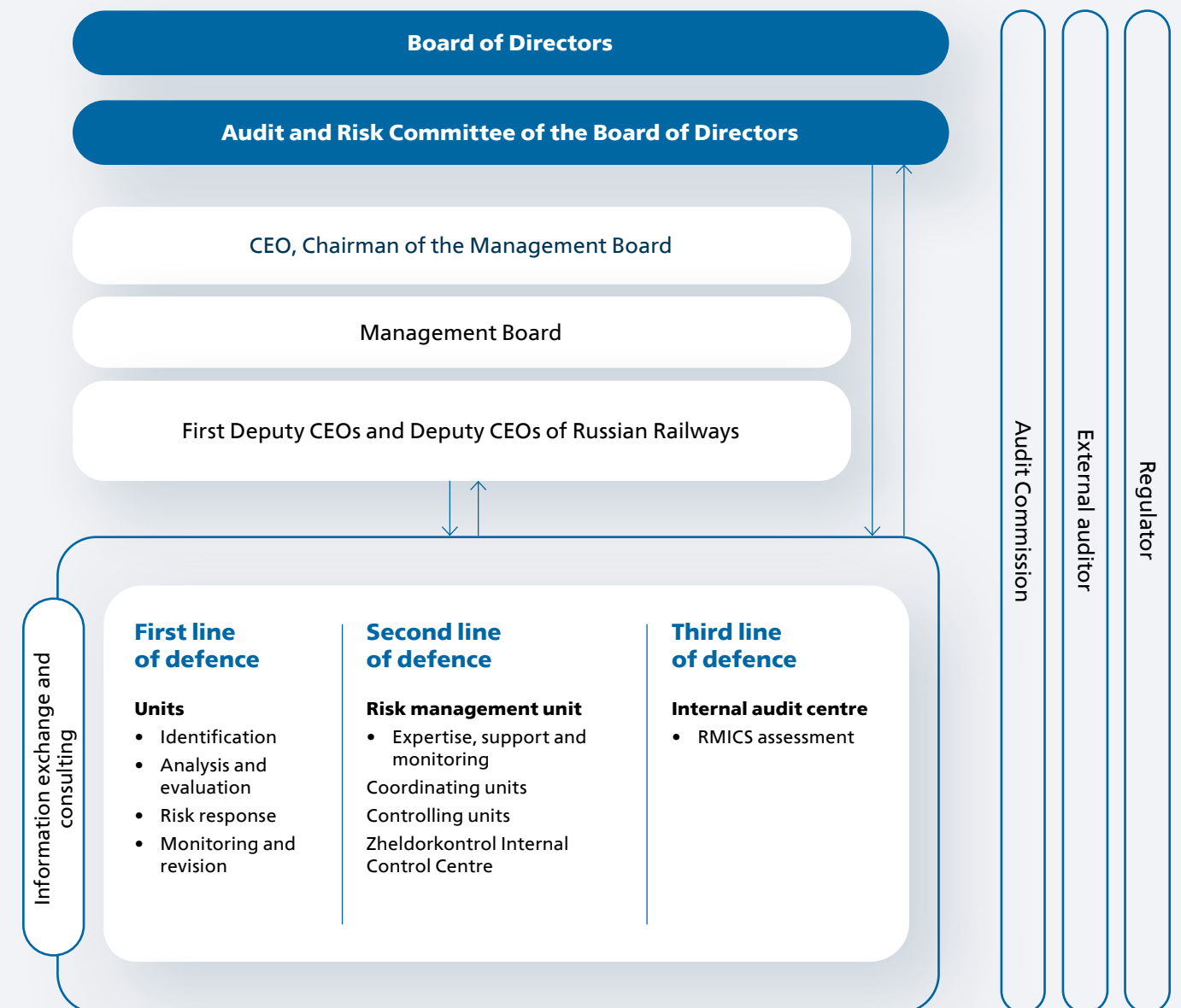
The implemented RMICS ensures stable and efficient operations while enhancing risk awareness for informed decision-making. This is achieved by establishing and maintaining a risk-oriented culture, values, and behaviours across the organisation, which guide daily risk management and internal control practices.

By integrating the RMICS into its operations and processes and aligning it with corporate goals, the Company maintains its focus on sustainable development.



## RMICS participants

The RMICS relies on the three lines of defence model to allocate risk management roles and responsibilities among key stakeholders.



As the system's efficient operation relies on interaction and information exchange between RMICS participants, the interaction within the RMICS is based

on the established segregation of duties, corporate culture and code of conduct, as well as the process and activity structure.

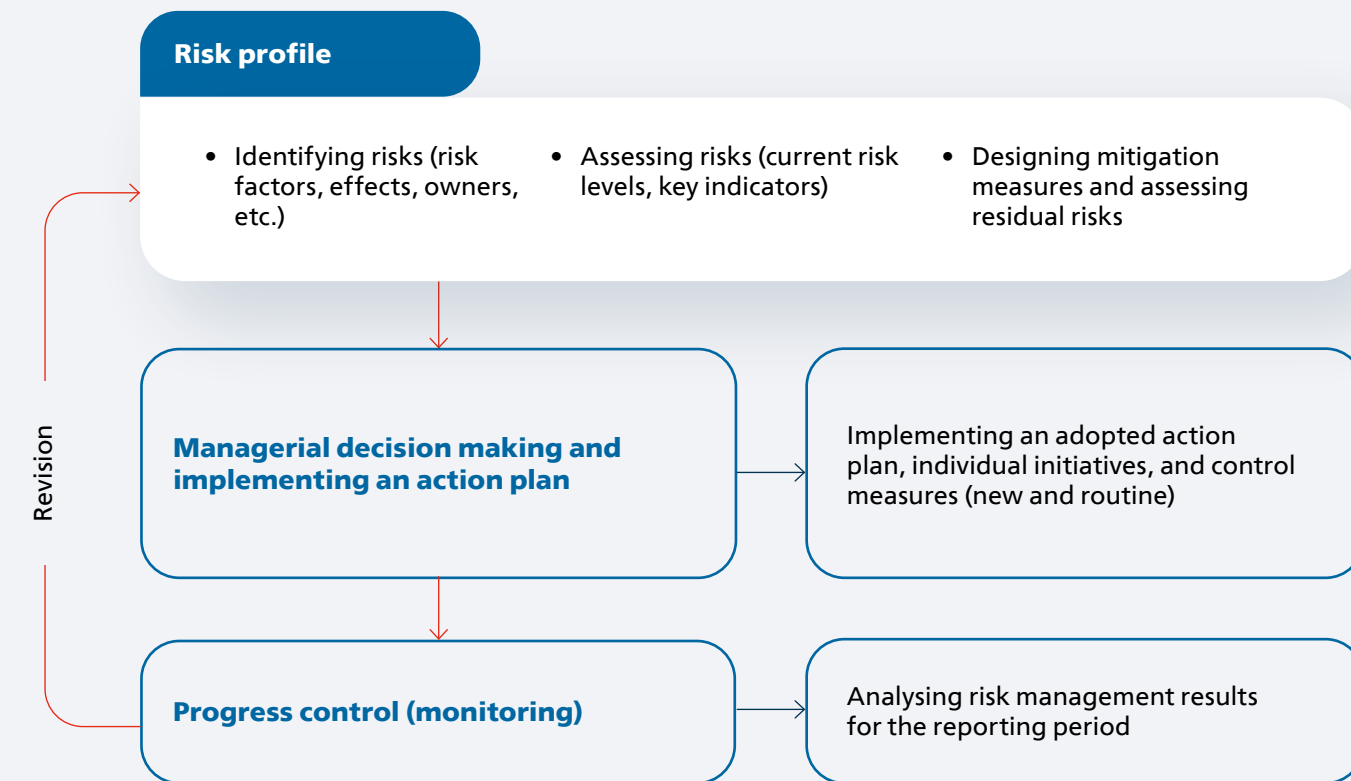


## Risk management process

The Company's risk management process follows internal regulations and encompasses risk identification, assessment, mitigation, and monitoring, with risk reporting reviewed by executive

bodies, the Audit and Risk Committee of the Board of Directors, and the Board of Directors and disclosed to relevant external stakeholders. The reports provide details of risk profiles, mitigation

measures, and RMICS performance. The risk management process places particular emphasis on achieving sustainability goals, while adhering to the approved risk appetite.



## RMICS assessment

To enhance RMICS effectiveness and to develop and prioritise improvement measures, an annual internal assessment (self-assessment and assessment by the internal audit function) is conducted. External assessment is subject to resolution by the Board of Directors.

Following a resolution by the Audit and Risk Committee of the Board of Directors, and considering achieved results, an external assessment of Russian Railways' RMICS effectiveness is scheduled for 2025.

The results of internal assessment are annually discussed by the Board of Directors following a preliminary review by the Board's Audit and Risk Committee.

In 2024, the internal assessment of the risk management and internal control system was carried out by Zheldoraudit Internal Audit Centre in accordance with the internal audit manual on Assessment of the Risk Management and Internal Control System. The internal assessment resulted in the internal audit report on the RMICS current status, compliance with the main RMICS requirements, and the opinion on the efficient development of Russian Railways' RMICS.

These findings guide further RMICS development initiatives. In addition, the Audit Commission of Russian Railways inspects and analyses the functioning of the internal control system and the financial and operational risk management system. The Commission keeps the shareholder, the Board of Directors, and the CEO, Chairman of the Management Board of Russian Railways updated on proposals aimed at enhancing the internal control system.

In line with the three lines of defence model, external oversight (including regular audits of certain projects) also contributes to continuous improvement of the RMICS.

► For more details on risk management and RMICS improvements in the reporting year, see the Risk Management section of Russian Railways' 2024 Annual Report.

## Sustainability risks

In line with its integrated RMICS approach covering all processes, Russian Railways reviews the full spectrum of risks affecting achievement of its diverse operational goals, with particular focus on sustainability risks involving balanced consideration of social, environmental, and economic development dimensions.

Russian Railways accounts for all stakeholder interests, monitors and actively implements global sustainability trends, assesses risks, and develops its operations with sustainability considerations in mind, which enables us to identify growth drivers and leverage sustainability potential, balancing the opportunities and respective risks.

**Information on sustainability risk management is available in the respective sections of the report:**

- social risks (Personnel Development section);
- health and safety risks (Health and Safety section);
- corruption risks (Anti-Corruption section);
- procurement risks (Procurement Management section);
- climate change risks (Climate Action section);
- information security risks (Information Security section).





# Anti-corruption

Russian Railways values its business reputation and strictly adheres to the principles of honest and transparent business conduct. We also expect compliance with ethical standards from all our employees, members of the Board of Directors, employees of controlled entities and business partners.

GRI 3-3, 205-3

## Management approach

Russian Railways' Code of Business Ethics<sup>1</sup> serves as the main document establishing corporate requirements and rules of official conduct, including in the field of preventing and combating corruption. It enshrines key behavioural standards that are mandatory for members of the Board of Directors and every Company employee. The Code reflects the mission, values and principles of Russian Railways.

Anti-corruption management is integrated into our sustainable development system and is implemented through the requirements of the Anti-Corruption Policy<sup>2</sup>, aimed at preventing, detecting and combating corruption offences, as well as minimising associated risks. The Policy ensures compliance with Russian laws and contributes to establishing a culture of zero tolerance for corruption at all management levels.

Russian Railways' anti-corruption policy outlines the following priorities:

- creating a unified approach that rejects any manifestations of corruption among Company employees, Board of Directors members, and stakeholders;

- communicating the importance of publicly declaring zero tolerance for corruption and bribery in business;
- maintaining strict compliance of Russian Railways' activities with the Russian anti-corruption legislation.

Russian Railways' anti-corruption policy is underpinned by the following principles:

- strict compliance with Russian laws, international agreements, and generally accepted anti-corruption standards;
- zero tolerance for corruption in all its manifestations regardless of the nature and line of activity;
- monitoring and regular assessment of corruption risks;
- controlling the effectiveness of anti-corruption procedures;
- due caution in activities and managerial decision-making;
- systematic training of employees in anti-corruption fundamentals.

Our anti-corruption system rests on a comprehensive approach and includes an established code of behavioural standards covering duties, restrictions, and prohibitions.

Compliance with these requirements is embedded in employment contracts and is mandatory for all employees, including managers at all levels.

**The principle of zero tolerance for corruption prohibits Russian Railways' managers, employees and counterparties from engaging, or procuring anyone to engage, in any form of corruption, whatever the business practices are in any particular country.**



## Improving our anti-corruption policy

As part of strengthening anti-corruption activities, we implemented measures in 2024 that enhance transparency and enable prompt response to potential threats:

- we updated our Anti-Corruption Policy, particularly aligning the concept of "abuse of authority" with the note to Article 285 of the Russian Criminal Code;
- we established the obligation to send all notifications without exception about inducing Russian Railways' employees to commit corruption offences to law enforcement agencies<sup>1</sup>.

Beyond personal responsibility, administrative sanctions can be applied to the Company itself for non-compliance with established restrictions when employing former state and municipal employees.

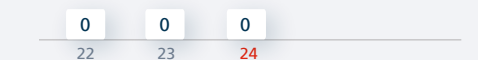
According to legislation, when concluding an employment or civil law contract with a former government or municipal official, the organisation must send a notification to their last place of service within ten calendar days. Non-compliance with this requirement may result in administrative liability.

Russian Railways takes necessary measures to prevent such violations:

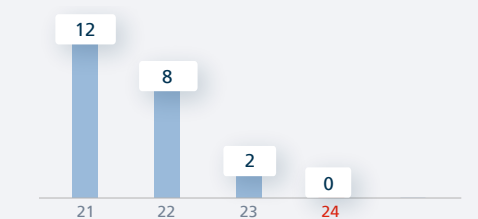
- letters with clarifications are sent to heads of units;
- visual instructions are distributed, with an algorithm of actions when employing former government officials;
- a respective notification form was added to the Human Resource UCAS<sup>2</sup>, with the system also displaying a pop-up window to remind the user to send the notification to the previous employer of the former government or municipal official.

These measures resulted in the complete absence of cases bringing the Company to administrative liability in 2024.

**Confirmed incidents of contracts with business partners terminated or not renewed due to corruption-related violations**



**Cases of bringing the Company to administrative liability under Article 19.29 of the Russian Code of Administrative Offences**



<sup>1</sup> Approved by resolution of Russian Railways' Board of Directors (Minutes No. 13 dated 23 June 2023).

<sup>2</sup> Russian Railways' Order No. 472r dated 24 February 2015.

<sup>1</sup> Russian Railways' Order No. 2898/r dated 23 November 2024.

<sup>2</sup> Human Resource Uniform Corporate Automated System.



## Governance structure

Our system for preventing and combating corruption forms an integral part of corporate governance and is built into our management processes.

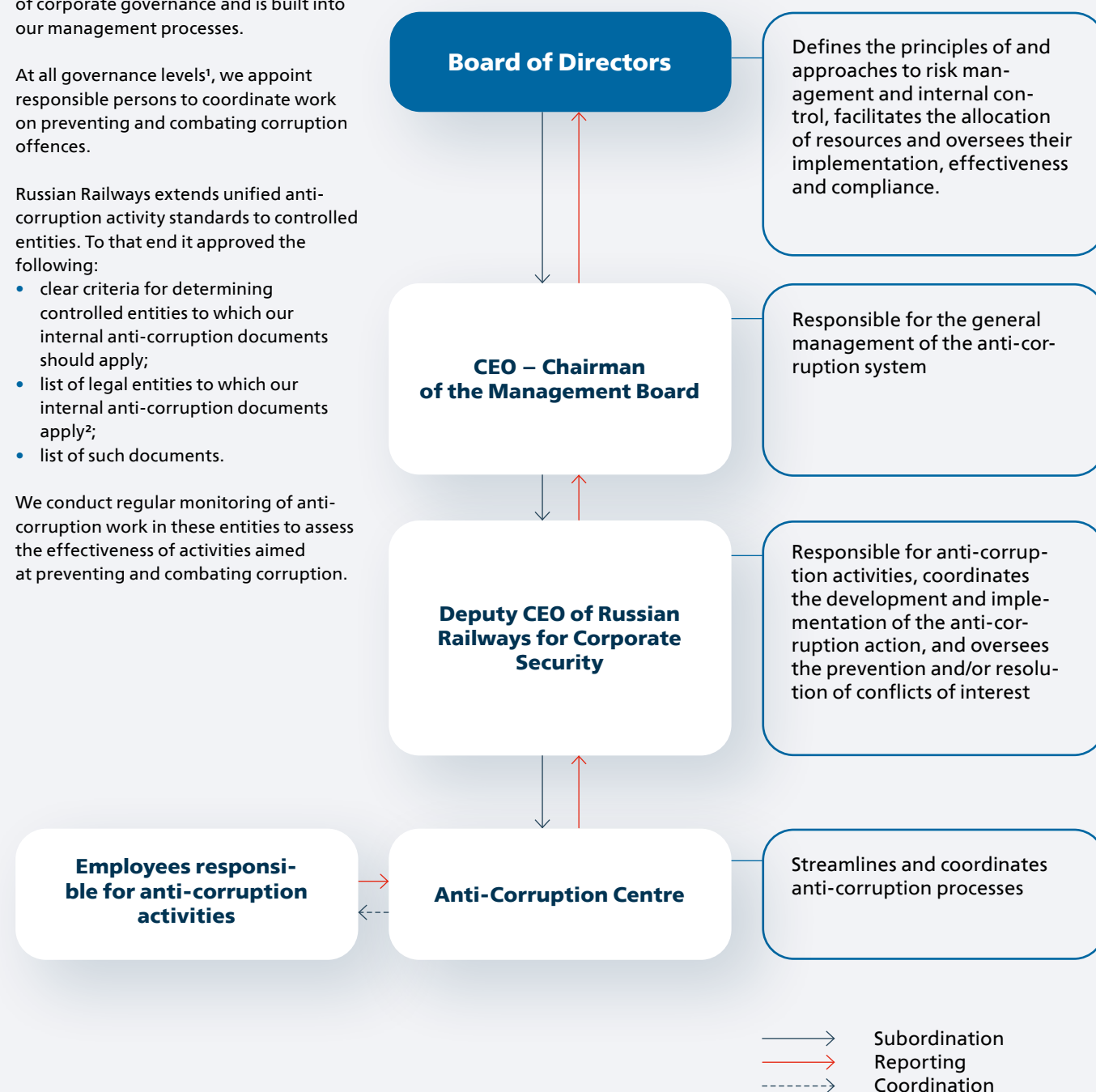
At all governance levels<sup>1</sup>, we appoint responsible persons to coordinate work on preventing and combating corruption offences.

Russian Railways extends unified anti-corruption activity standards to controlled entities. To that end it approved the following:

- clear criteria for determining controlled entities to which our internal anti-corruption documents should apply;
- list of legal entities to which our internal anti-corruption documents apply<sup>2</sup>;
- list of such documents.

We conduct regular monitoring of anti-corruption work in these entities to assess the effectiveness of activities aimed at preventing and combating corruption.

### Governance structure



<sup>1</sup> Russian Railways' Order No. 2051/r dated 16 September 2019.

<sup>2</sup> Russian Railways' Order No. 2063/r dated 22 September 2021.

## Russian Railways' Anti-Corruption Action Plan

In 2024, we engaged systematic and consistent anti-corruption efforts in accordance with our Anti-Corruption Action Plan for 2021–2024<sup>1</sup>, which aimed at preventing and combating corruption manifestations across all areas.

Key focus areas of the Action Plan:

- corruption risk management;
- prevention and resolution of conflicts of interest;
- mandatory reporting of any inducement to corruption to the employer;
- reporting receipt of gifts by an employee;
- anti-corruption compliance in real estate management;
- engagement with law enforcement agencies;
- analysis of anti-corruption measures in procurement;

- assessment of the RMICS from an anti-corruption perspective;
- ensuring reliable operation of the Anti-Corruption Hotline, including confidential reception and handling of complaints;
- awareness raising efforts: anti-corruption promotion and fostering a culture of zero tolerance for corruption;
- training and skills development for employees on preventing corruption;
- development of digital tools for monitoring and preventing corruption violations;
- conducting social surveys to assess the level of employee awareness and effectiveness of measures taken.

In the reporting year, we fully completed implementation of all measures provided for in the Action Plan and analysed the results. These informed subsequent initiatives and strategic decisions in anti-corruption activities.



## Corruption risk management

Russian Railways' corruption risk management is an integral part of the Company's Risk Management and Internal Control System. It is based on the Guidelines for Corruption Risk Management<sup>2</sup>, Risk Management and Internal Control Policy<sup>3</sup>, and other documents.

Our business units conduct permanent, systematic corruption risk assessments with identified responsible personnel and multi-level internal controls. Based on annual assessments, we created 2024

corruption risk registers, implemented mitigation plans, and updated our Consolidated Register of Corruption Risks.

Controlling regulatory compliance is central to our anti-corruption work. In 2024, our units and controlled entities conducted 96 inspections of regional and structural units. Following inspections, we approved violation elimination plans, organised implementation oversight, and conducted training seminars for inspected unit employees.

We annually assess risk management and internal control system effectiveness through internal audits. Our auditors follow the Code of Ethics for Internal Auditors<sup>4</sup>, which establishes objectivity, independence, and no conflict of interest principles.

The Board of Directors' Audit and Risk Committee regularly reviews monitoring outcomes for risk management and internal control process organisation as regards anti-corruption performance and the effectiveness of relevant measures.

<sup>1</sup> Russian Railways' Order No. 2106/r dated 28 September 2021.

<sup>2</sup> Russian Railways' Order No. 192/r dated 1 February 2021.

<sup>3</sup> Approved by the Company's Board of Directors (Minutes No. 15 dated 27 June 2024) and enforced by Russian Railways' Order No. 1876/r dated 2 August 2024.

<sup>4</sup> Russian Railways' Order No. 3034/r dated 25 December 2019.



We conduct due diligence on companies intending to enter into contract with us. These procedures are mandatory for bidders competing in a tender or auction for a contract to supply goods, work or services for the Company's needs. Our Security Department reviews every draft contract and conducts contractor reliability checks.

We include an anti-corruption clause in contracts that requires regulatory compliance. If contractors commit corruption violations, we can terminate contracts unilaterally.

96

anti-corruption compliance inspections conducted in 2024

## Conflict of interest prevention and management

### GRI 2-15

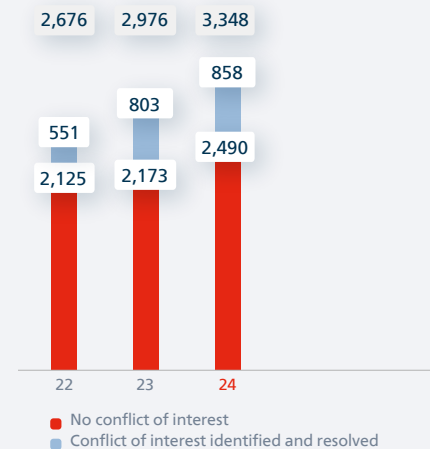
Preventing and resolving conflicts of interest remains a priority anti-corruption area. We implement comprehensive preventive measures to identify, review, and eliminate potential conflicts of interest at all levels through stable identification systems and response mechanisms.

Our Corporate Governance Code<sup>1</sup>, approved by the Board of Directors, includes a special anti-corruption section with conflict of interest prevention measures applying to all Company governance bodies.

The conflict of interest procedures for the members of Russian Railways' Board of Directors are outlined in the Regulation on the Board of Directors of Russian Railways<sup>2</sup>. Under the document, Board members must make decisions based exclusively on Company interests and cannot use their position or information for personal benefit or third-party interests.

All other Company employees must also prevent and resolve conflicts of interest according to our operating Regulation on Prevention and Resolution of Conflicts of Interest<sup>3</sup>.

### Conflicts of interest disclosures reviewed by Russian Railways

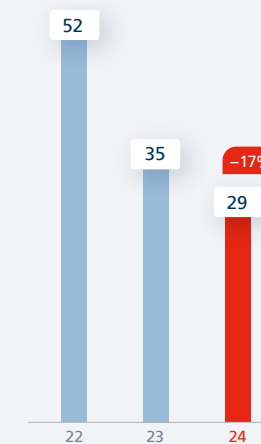


3,348 +13%  
conflict of interest disclosures reviewed in 2024

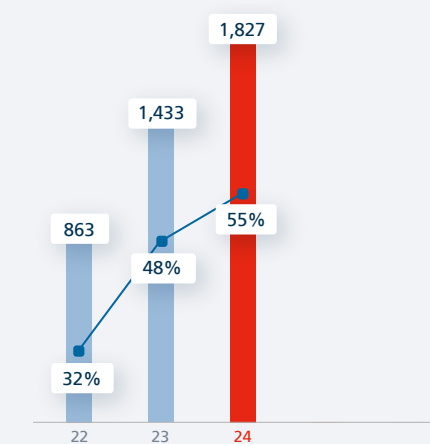
29 -17%  
employees received disciplinary action



### Employees receiving disciplinary action



### Disclosures made voluntarily



Regional Conflict of Interest Commissions as coordination bodies reviewed several situations. Following proceedings, 29 Company employees who had committed violations received disciplinary measures.

Our systematic awareness raising efforts have steadily increased employee initiative: more staff voluntarily declare potential conflicts of interest.

This positive trend indicates growing trust in our conflict of interest resolution system.

18  
meetings

regional commission meetings held by Company railways in 2024

27  
employees

had conflict of interest issues reviewed

55% +7 p.p.  
of 2024 disclosures were made voluntarily

<sup>1</sup> Minutes No. 1 dated 14 September 2022.

<sup>2</sup> Approved by the Russian Government's Order No. 1664-r dated 24 June 2023.

<sup>3</sup> Russian Railways' Order No. 1929/r dated 26 July 2022.



## Anti-Corruption Hotline

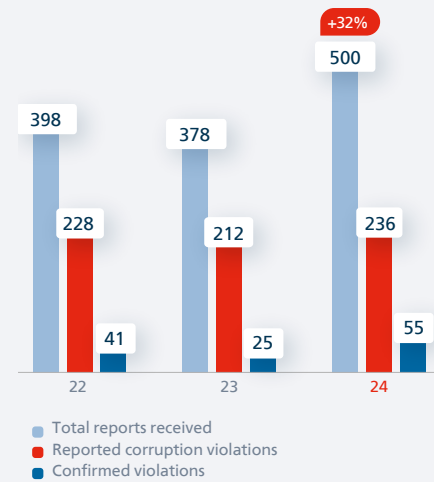
### GRI 205-3

Our Anti-Corruption Hotline serves as a key tool for identifying corruption violations or employee dishonesty. Applicants can remain anonymous – they do not have to provide personal data. All contact channels are available in the [Anti-Corruption section of Russian Railways' website](#).

The hotline operates 24/7, accepting real-time reports and answering machine messages. The Anti-Corruption Centre, Russian Railways' structural unit, is in charge of processing the incoming reports. Every quarter, we send summary information about received reports, review results, and response measures to our Deputy CEO for Corporate Security.

We received 500 hotline reports in 2024 – 32% more than the previous year. Nearly half (47%) contained information about alleged offences, including corruption. Following investigations, we confirmed 55 reports (23%). We recovered over RUB 22 m in damages, sent information on 22 reports to law enforcement agencies, and applied disciplinary action to 22 employees.

### Number of hotline reports



The significant increase in reports demonstrates growing trust and openness levels. This confirms that our anti-corruption mechanisms are seen as effective and safe tools for protecting Company and employee interests.



We use report content analysis to identify and mitigate corruption risks, sharing findings with heads of units for preventive measures.

In accordance with our Code of Business Ethics and Anti-Corruption Policy, we ensure applicant confidentiality and protection from pressure or negative consequences.

**236**

corruption violations reported in 2024

**> RUB 22 m**  
in damages recovered following investigations

+11% from 2023

## Zero tolerance for corruption

### GRI 205-2

### Staff training

We build ethical, responsible behaviour culture through centralised mandatory anti-corruption training. All employees complete training within their first month, with repeat courses every three years.

We updated thematic training courses for various employee categories in 2024. Rather than memorising complex legal language, we emphasise interactive case analysis – modelling corruption risk situations helps consolidate practical knowledge.

Additionally, over 500 employees responsible for preventing corruption offences received advanced training at the Institute of Legal Studies at MIIT (Russian University of Transport) through our Organisational and Legal Foundations of Anti-Corruption at Russian Railways programme.

From their first day, all employees read and sign our Code of Business Ethics, Anti-Corruption Policy, and other anti-corruption regulations. They subsequently get acquainted with any amendments thereto by reading and signing them in a hardcopy, digital<sup>1</sup> or electronic format.

### Appeals and corruption reports are accepted through:

- virtual **reception desk** on the Company's official website (Corruption to be chosen as the topic)
- e-mail [anticorruption@center.rzd.ru](mailto:anticorruption@center.rzd.ru)
- by mail at: 2/1 Novaya Basmannaya St., Bld. 1, Moscow 107174, Anti-Corruption Centre of Russian Railways
- by phone at +7 (800) 775 65 66

➤ [Anti-Corruption Hotline](#)



**> 85,000**

employees completed anti-corruption courses on our distance learning platform in 2024, including:

**> 73,000**

on the general course

**> 12,000**

on the special course for managers and anti-corruption activity staff at units

<sup>1</sup> Via the uniform automated document management system.



## Anti-corruption promotion programme

### GRI 205-2

Promoting anti-corruption standards and building corruption intolerance culture are vital elements of our risk management system.

We implemented our Company-Wide Anti-Corruption Promotion Action Plan<sup>1</sup> in 2024, covering all Company levels. To ensure unified awareness raising approaches, we approved Guidelines on Anti-Corruption

Promotion<sup>2</sup> as guidance for all units when preparing and conducting information events.

Anti-corruption themes are actively integrated into key corporate information events, including youth forums, volunteer conferences, and student squad meetings. At Moscow Children's Railway, we tested a new teenager-adapted anti-corruption training programme, subsequently implemented at all 26 children's railways nationwide.

Information support for our anti-corruption efforts is provided by:

- dedicated digital almanac Anticorr, distributed quarterly across the Company operations;
- Anticorr channels on [Telegram](#), [eXpress](#) corporate messenger, and [Rutube](#);
- anti-corruption blog on the Employee Service Portal;
- graphic materials on anti-corruption promotion for Company units.

To assess employee perception of information materials, our specialists conducted neurophysiological research in 2024. Flowcharts and videos that enable quick orientation, action algorithm understanding, and emotional viewer engagement proved most effective.

We also conduct annual surveys of unit employees across all 16 railways. Over 8,000 people participated in 2024. As in previous years, over two thirds highly rated our anti-corruption policy and noted positive changes.

Following openness and transparency principles, we post regulations, guidelines and information in our official website's Anti-Corruption section. These resources are also available to employees in their service portal personal accounts.

~80

visual materials for business units

~24,000

legal and anti-corruption events held at Russian Railways in 2024

115

relevant social media posts



### Railway Worker's Honour

**Building corruption intolerance, strengthening corporate values**

>1,000 participants in 2024

>500 competition submissions

We held another Railway Worker's Honour anti-corruption social advertising contest in 2024, designed to build honesty and responsible behaviour culture amongst employees and youth. Participation exceeded 1,000 people – triple the previous year.

Participants (employees of the Company and its subsidiaries, as well as university representatives) submitted articles, videos, and social media posts. The contest became an important platform for expressing civic positions and engaging employees in anti-corruption agenda.



► [Anti-corruption at Russian Railways website](#)

### Anti-Corruption Rating of Russian Business

The Russian Union of Industrialists and Entrepreneurs compiles this rating as an independent assessment of corporate anti-corruption mechanism effectiveness and openness in Russia's largest companies, using criteria from international standard ISO 37001:2016 and the Russian Anti-Corruption Charter for Business.

**Russian Railways' ranking:**

**AAA+: strongest anti-corruption standards**

Russian Railways was among the leaders of the Anti-Corruption Rating of Russian Business compiled by the Russian Union of Industrialists and Entrepreneurs for the fifth consecutive time in 2024, confirming our high transparency and corporate ethics maturity.

Thanks to our unified anti-corruption approach, we received the special prize For the Group's Engagement in the Anti-Corruption Rating of Russian Business, recognising not only Russian Railways' consistent results but also achievements of four of our subsidiaries.



<sup>1</sup> As approved by Russian Railways on 20 March 2024, No. 451.

<sup>2</sup> Russian Railways' Order No. 282/r dated 2 February 2024.



# Responsible company

GRI 207-3

## Tax policy

**Russian Railways is a key contributor to Russia's budget as well as social and economic growth. As a systemically important company, a large employer and a major taxpayer, we are aware of our responsibility towards the government, shareholders, and employees, and are committed to fulfilling our tax liabilities in good faith.**

We calculate and pay all applicable taxes, insurance fees, levies and charges required by the Russian laws, in particular VAT, corporate income, property, land, and transportation taxes, insurance fees, MET and others.

The Company adopted the Declaration on Tax Strategy Objectives and Principles (Tax Strategy)<sup>1</sup>, which is in line with the Russian Railways Group's values, mission, strategic priorities, and growth targets. We update the provisions of this Declaration as the overarching strategic priorities and development objectives of either the Company or the Group evolve.

## Principles underpinning our tax strategy

### Taxpayer's good faith

The Company complies with all tax laws and pays all applicable taxes and levies on time and in full, as well as files tax returns and other documents in a timely manner.

### Tax disclosure

We disclose tax information in accordance with the laws of our countries of operation and international treaties.

### Higher tax transparency

The Company takes measures to enhance tax transparency, including through tax monitoring to ensure accurate calculation and timely payment of taxes, levies and insurance fees.

### Tax risk management.

The Company uses a comprehensive system to identify and manage tax risks.

### Consistency of tax accounting methodology.

Russian Railways develops and sticks to uniform approaches to taxation to ensure the consistency of tax accounting and fair presentation of taxes in its reporting. The Company mitigates tax risks among other things by requesting clarifications from relevant government agencies and reasoned opinions of tax authorities as part of tax monitoring.

### Tax burden planning

The Company has a tax planning system in place to have tax authorities informed of planned tax accruals and to ensure the complete and timely payment of taxes and levies. The Company collaborates with the Russian government agencies to determine a fair tax burden on the rail transportation industry.

### Due diligence and mitigating risks of unjustified tax benefits

Russian Railways exerts every effort to stay within the limits as regards the right to determine tax base and calculate taxes when entering into transactions with its counterparties. The Company's internal controls and procedures serve to mitigate tax risks.

### Tax function automation and digitalisation

Russian Railways seeks to improve its tax management processes by means of continuous automation and digitalisation.

## Taxes and insurance fees paid in 2024

The total amount of taxes and insurance fees accrued in accounting statements for 2024 stood at RUB 382.8 bn, including:

- RUB -21.7 bn owed to the federal budget;

- RUB 163.1 bn owed to the regional and local budgets;
- RUB 241.4 bn owed to extra-budgetary funds.

In 2024, a total of RUB 390.1 bn was allocated towards the payment of current taxes and insurance fees (including refunds), comprising:

- RUB -21.2 bn to the federal budget;

- RUB 152.5 bn to the regional and local budgets;
- RUB 258.8 bn to extra-budgetary funds.

► For more details on Russian Railways' tax strategy, see [the Company's website](#)

## Sustainable financing

Funds raised through green financing instruments are allocated to finance and/or refinance, in whole or in part, the Company's expenditures on qualifying green projects. These include procurement of eco-friendly transport, infrastructure development for clean-energy vehicles, and emissions reduction initiatives.

According to the Social Financing Framework, proceeds from social financing instruments are to be used to finance social projects in the following areas:

- developing railway infrastructure and ensuring transport accessibility;
- ensuring affordable healthcare;
- ensuring affordable education;
- other social projects.

► For more details on Russian Railways' sustainable financing, see [the Company's website](#)

### The Company has implemented the following frameworks:

- Russian Railways' Green Financing Framework;
- Russian Railways' Framework For Financing Sustainable Development Projects;
- Russian Railways' Social Financing Framework.



<sup>1</sup> Approved by Russian Railways' Order No. 1309/r dated 15 June 2021.



# Procurement management

## Management approach

In its dealings with suppliers and contractors, Russian Railways ensures equal access to procurement opportunities, fosters fair competition, and maintains openness and transparency in full compliance with legal requirements.

Article 16.2 of Russian Railways' Code of Business Ethics<sup>1</sup> establishes the Company's commitment to building partner relationships with counterparties based on respect,

integrity, and fairness. Russian Railways conducts thorough vetting of potential counterparties through reasonable efforts and procedures and the principle of due diligence<sup>2</sup>.

Russian Railways' procurement activities are governed by:

- Federal Law No. 223-FZ On Procurement of Goods, Work and Services by Certain Types of Legal Entities dated 18 July 2011;

- other procurement laws and regulations;
- Regulation on the Procurement of Goods, Work and Services for the Needs of Russian Railways.

Russian Railways complies with anti-corruption and tax clauses, and no conflict of interest requirements. Suppliers may be included in the register of bad faith suppliers only on the grounds and in the manner set forth by applicable Russian laws.

## Procurement risks

Key procurement risks include:

- procurement of materials and resources at inadequate prices;
- procurement of materials and resources in volumes insufficient for Russian Railways' units;
- failure to procure from small and medium-sized businesses as required;
- violation of laws when making procurement disclosures;
- violation of laws when arranging and holding procurement procedures;

- improper preparation of documents for competitive procurement.

To manage these risks, the Company implements the following measures:

- development and updating of Russian Railways' regulations defining the steps to be taken by the Company's units involved in procurement;
- procurement process automation;
- training of employees involved in procurement;

- control of compliance with Russian laws and Russian Railways' regulations when arranging and holding procurement procedures.

<sup>1</sup> Approved by Russian Railways' Order No. 1792/r dated 18 July 2023.

<sup>2</sup> The register of bad faith suppliers is maintained in accordance with Article 5 of Federal Law No. 223-FZ On Procurement of Goods, Work and Services by Certain Types of Legal Entities dated 18 July 2011 and Russian Federation Government Decree No. 1211 dated 22 November 2012 On Maintaining the Register of Bad Faith Suppliers under the Federal Law On Procurement of Goods, Work and Services by Certain Types of Legal Entities.

## Procurement in 2024

Procurement activities of Russian Railways are governed by the Regulation on the Procurement of Goods, Work and Services for the Needs of Russian Railways<sup>1</sup>. In 2024, several amendments<sup>2</sup> were introduced to enhance and streamline procurement processes:

- The Regulation was aligned with the requirements of Federal Law No. 223-FZ On Procurement of Goods, Work and Services by Certain Types of Legal Entities dated 18 July 2011

(the "Procurement Law") regarding the application of national treatment in procurement<sup>3</sup>;

- provisions allowing for new procurement procedures in case of failed ones were removed, as this possibility exists by default and requires no specific regulation;
- clauses permitting final offer submissions during request-for-proposal processes were eliminated;

- wording clarifying the evaluation procedure for bids containing dumping prices under the contract price criterion was refined.

To simplify supplier participation, the templates of documents submitted as part of bids were also streamlined.

► For more details on Russian Railways' procurement activities, see the [Procurement and Bidding](#) section on the [Company's website](#)

## 2024 performance

Competitive procurement continued to account for the largest share in the total procurement volume.

In the reporting year, Russian Railways procured goods, work, and services for RUB 2,401.4 bn, including:

- RUB 1,268.3 bn, or 52.8% – competitive procurement;
- RUB 939.0 bn, or 39.1% – single-source procurement;
- RUB 194.1 bn, or 8.1% – non-competitive procurement.

# 14,569

procurements were conducted, with an average number of bidders of 3.4 (3.5 among SMEs)

Competitive procurement savings totalled

# RUB 6.0 bn

or 2.7% of the sum of initial (maximum) bidding prices



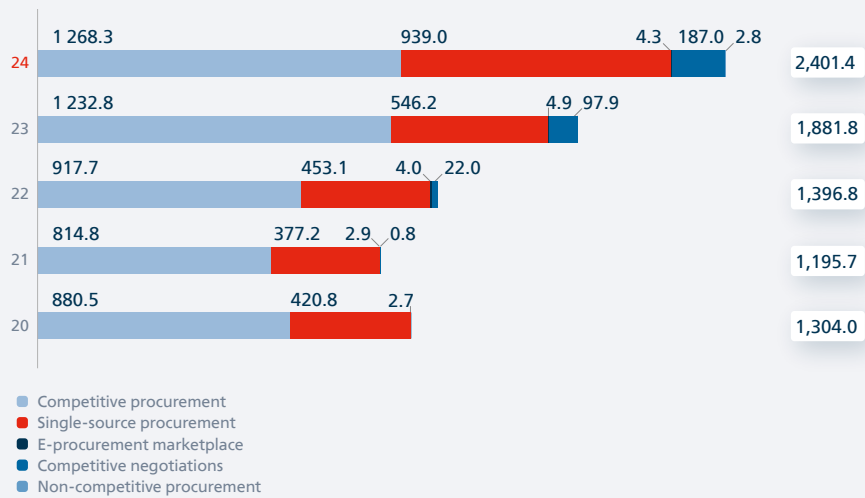
<sup>1</sup> Approved by resolution of Russian Railways' Board of Directors dated 28 June 2018 (Minutes No. 26). Russian Railways conducts procurement of goods, work and services in accordance with Russian laws, including Federal Law No. 223-FZ On Procurement of Goods, Work and Services by Certain Types of Legal Entities dated 18 July 2011, and other regulations of the Russian Federation, including Russian Federation Government Decree No. 1352 On Specifics of Participation of Small and Medium Enterprises in Procurement of Goods, Work and Services by Certain Types of Legal Entities dated 11 December 2014.

<sup>2</sup> Approved by resolutions of the Company's Board of Directors dated 27 September 2024 (Minutes No. 2) and 6 December 2024 (Minutes No. 5).

<sup>3</sup> In line with Federal Law No. 318-FZ On Amending Certain Legislative Acts of the Russian Federation and Repealing Certain Provisions of Legislative Acts of the Russian Federation dated 8 August 2024.



Procurement, RUB bn



Single-source procurement is special-purpose procurement for the railway industry (contracts for the supply, servicing and maintenance, upgrade and repairs of the rolling stock worth RUB 363.2 bn).

According to the procurement breakdown, goods have the largest share in total procurement (44.8%), with materials and supplies, rolling stock, and equipment representing 20.9%, 8.8% and 5.4% respectively.

Work accounts for 34.8%, of which the largest shares are attributable to construction and installation (18.2%) as well as rolling stock upgrades, repairs, and maintenance (11.4%).

Services make up 20.4% in total procurement, including financial, transportation, security services, water supply and disposal, heating, gas and heat supply, medical services, lease services, and cleaning and laundry services (17.1%).

Achieving technological sovereignty (import substitution)

GRI 204-1

The Russian Railways Group continues to consistently enhance technological independence to ensure uninterrupted and secure transportation operations.

To further boost these efforts in 2024, the Framework for Advancing and Maintaining Technological Sovereignty of the Russian Railways Group through 2030 was developed and approved. Internal regulations were also adopted to formalise processes for continuous identification of imported components in use, assessment of their criticality for technological processes, and development and implementation of measures to adopt domestic alternatives.

The Consolidated Programme for Achieving Technological Sovereignty at the Russian Railways Group has been established, with the following objectives:

- identifying imported products used across the Group's operations;
- implementing measures to mitigate risks associated with using imported products across the Group's operations;
- ensuring technological independence in railway transportation.

Russian Railways or its relevant business units continue collaborating with manufacturers to reduce import dependence in transport engineering products.

In 2024, over 50 components were localised for high-speed and ultra high-speed multiple unit trains, supplementing previously localised items. Domestic alternatives were selected and implemented for RA3 series railbuses.

For Eastern Operating Domain capacity expansion, priority is given to import substitution of mainline diesel locomotive parts and components, alongside a programme to increase production capacity and develop manufacturing capabilities for key diesel engine parts.

Special self-propelled rolling stock is undergoing reengining with domestic engines, along with the replacement of imported tamping units and control circuit boards.

2024 saw completion of design specifications and estimates for domestic automated marshalling yard control systems, while implementation continues for Russian-made in-motion rolling stock diagnostics equipment. Additionally, upgrades have been made to acoustic monitoring stations and the car oscillation detection system, reducing dependence on imported solutions.

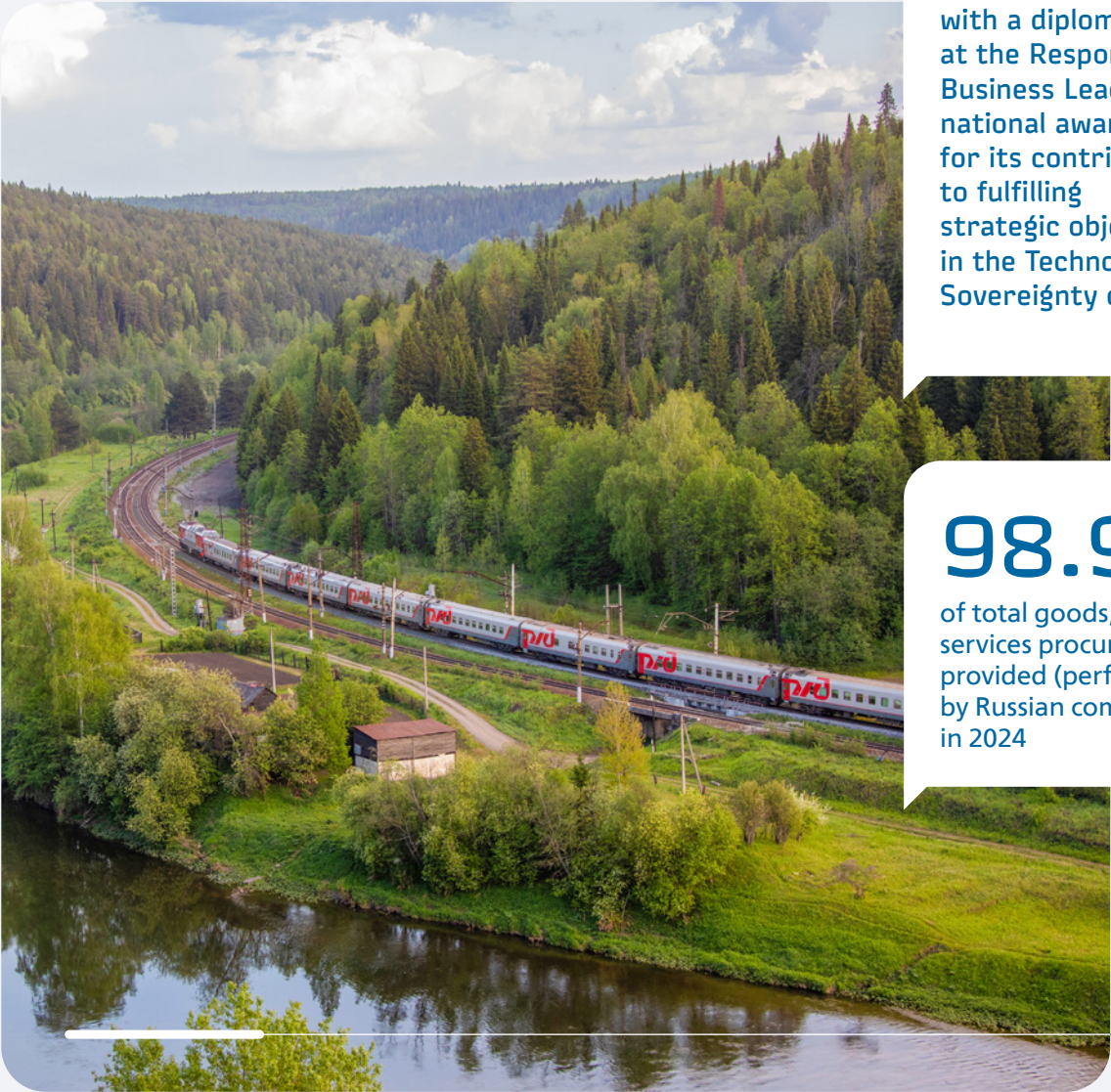
Systematic efforts identify and replace import-dependent labour-saving devices and spare parts. The Company is building a regulatory reference database, assessing risks of domestic alternatives, and verifying supply stability with vendors. A compressor equipment market analysis confirmed minimal production stoppage risks due to sufficient domestic spare parts availability.

New implementations include Russian batteries, automated power stations, and fully domestic next-generation microprocessor-based interlocking systems using Russian processors and software.

To minimise reliance of production processes on imported components, the Company catalogues all foreign-made parts in use, establishes long-term

maintenance and repair agreements with manufacturers, and builds strategic reserves of components.

➤ For more details on import substitution in IT, see the Innovations and Efficiency Improvement section on p. 179-181



Russian Railways was honoured with a diploma at the Responsible Business Leadership national award for its contribution to fulfilling strategic objectives in the Technological Sovereignty category.



98.9%

of total goods, work, and services procured were provided (performed) by Russian companies in 2024



## Procurement from small and medium-sized enterprises

For the sixth consecutive year, Russian Railways secured a Top 20 position among major customers committed to supporting small and medium-sized enterprises (SMEs).



Russian Railways continues to implement state policy for SME development, enhance procurement cost efficiency, and strengthen measures to increase SME procurement volumes.

The Company's robust procurement policy has enabled it to maintain its leading spot in the Top 20 of the customer loyalty rating for SMEs for six years running, earning recognition for the highest volume of SME procurement in 2024.

This ranking, developed collaboratively by the Agency for Strategic Initiatives and SME Corporation, considers various criteria: total annual procurement from SMEs, diversity of items purchased and contracts signed, engagement in SME supplier development programmes, and other factors.

The Company strictly complies with statutory SME procurement requirements. In 2024, SME procurement reached 64.6% (against the 25% annual regulatory target), with SME-exclusive procurement accounting for 20.9% (exceeding the 20% regulatory target).

# 64.6%

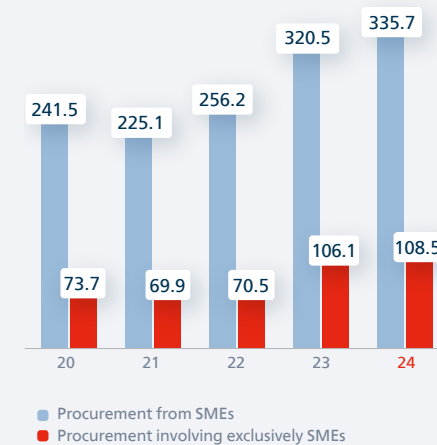
total share of procurement from SMEs

The Company approved a universal SME Development Programme through 2030<sup>1</sup>, enabling all business units to select SMEs for contracts with an investment component. Support agreements were signed with programme participants, with customised development roadmaps created.

Detailed programme participation guidelines are available in the Procurement and Bidding section of the official Russian Railways website. These include information on common errors made by bidders, guidance on avoiding them, sample procurement document templates, presentations on topics such as Becoming a Russian Railways Supplier and SME Participation in Russian Railways Procurement, checklists for self-verification of application documents, details about support measures and partnership programmes, and other relevant information.

In 2024, as part of its collaboration with SME Corporation, the Company organised 29 training seminars attended by representatives of 2,157 small and medium-sized enterprises.

Procurement from small and medium-sized enterprises, RUB bn



Russian Railways operates a partnership programme with SMEs aimed at identifying and creating a roster of partners engaged in manufacturing and supplying high-tech products as well as in R&D and technological innovation. As at the end of 2024, 174 SMEs had their eligibility for this partnership programme confirmed.

In 2024, modifications were introduced to enhance the programme's effectiveness<sup>2</sup>:

- the programme now includes an additional objective of replacing procurement from foreign manufacturers with domestic products;
- the procedure for potential participants to join the partnership programme was simplified;
- the terms and conditions for removing participants from the programme registry were clarified;
- potential participants are now required to confirm they do not hold foreign agent status.

## Sustainable development and supplier engagement

### Occupational health and safety

The Company relies on the Regulation on OHS Relations of Russian Railways with Contractors to ensure safe work of contractors on its sites.

It stipulates OHS requirements for contractors in service contracts, putting relevant branches where contractors perform work in charge of overseeing compliance. In case of violations, the contractor is penalised as provided for in the contract.

Contracts for work on Russian Railways sites and premises include the following:

- OHS provisions regulating responsibilities of the customer and contractors, including contractor liability for breaching safety rules;
- provisions on contractor staff compliance with Russian Railways' OHS requirements;

- provisions on the timely notice to the Company of all accidents, injuries, health impairment and illnesses of employees, and other work-related emergencies.

### Supplier environmental responsibility

The Company adopted an in-house methodology to assess supplier environmental responsibility.

To monitor contractor compliance with environmental requirements, we use the Methodology for the Recognition and Assessment of Environmental Requirements for Products, Raw Materials and Supplies Purchased by Russian Railways' Business Units.

This methodology regulates compliance with additional requirements and helps:

- reduce the environmental footprint;
- improve working conditions;
- increase the Company's economic performance through better energy and resource efficiency.

### Supplier hotline

#### GRI 2-26

To ensure that legal entities and individuals exercise their right to access information about Russian Railways' procurement of goods, work, services and can participate in relevant procurement activities, the Company operates a hotline to address any enquiries related to procurement.

► [Supplier hotline](#)

This hotline offers guidance on the organisation and execution of competitive procurement processes.

Enquiries can be submitted 24/7, with each being addressed within one business day. Questions and answers are made available on the Company's official website.



<sup>1</sup> Approved by Russian Railways' Order No. 2221/r dated 30 August 2023.

<sup>2</sup> Russian Railways' Order No. 2429r dated 4 October 2024.



# Information security

## GRI 3-3

Information security remains a top priority for Russian Railways. During the reporting period, the Company operated under the critical threat level for targeted cyberattacks on Russia's information infrastructure, as established by the Russian Security Council.

Russian Railways has implemented a comprehensive system of legal, organisational, and technical information security measures, including the approved Russian Railways industry standard 18.002-2024 Information Security Management. Basic Provisions<sup>1</sup> and the Russian Railways Information Security Policy<sup>2</sup>.

To enhance personal data protection controls through a risk-based approach and in line with regulatory changes, the Company updated the following internal regulations:

- Regulation on Personal Data Protection Compliance Monitoring at Russian Railways<sup>3</sup>;
- List of Personal Data Processing Purposes, Data Categories, and Data Subject Types at Russian Railways<sup>4</sup>;
- Personal Data Operator Passport template<sup>5</sup>.

The cyber threat landscape underwent significant changes in 2024. The total number of cyberattacks against Russian Railways' information infrastructure

decreased by 34% compared to 2023, with 3,110,403 attacks detected and neutralised in absolute terms. However, targeted and technologically sophisticated attacks on the external perimeter increased, exceeding 600,000 incidents (+1.2% versus 2023 totals). The attack profile was dominated by distributed denial-of-service (DDoS) attacks, attempted malware injections on websites, and workstation infections. Notably, 46.2% of attacks involved reconnaissance scanning of Russian Railways' infrastructure to identify and exploit vulnerabilities. The Company's security monitoring systems successfully detected and neutralised all such attempts in a timely manner.

Through its comprehensive digital risk monitoring solution, Russian Railways blocked 11 phishing websites and submitted additional requests to block 142 extremist information resources to the Moscow Interregional Transport Prosecutor's Office and the Federal Security Service of Russia. The Company's email system implemented protection against spam, malicious emails, and

antivirus scanning of attachments, which detected and blocked over 2 million emails in 2024. A dedicated mailbox was created for Russian Railways employees to forward suspicious emails for analysis.

Given the importance of maintaining uninterrupted transportation operations, one of the priority focus areas was ensuring the security of Russian Railways' critical information infrastructure facilities.

As at the end of 2024, Russian Railways categorised 373 critical information infrastructure facilities, including 21 major facilities. The security measures for these facilities are being implemented in full compliance with applicable regulatory requirements.

## Information security risks

Breach of data confidentiality, integrity, availability, reliability, etc., may, among other things, lead to:

- disruptions of corporate systems thereby impacting operations and critical IT infrastructure facilities;
- disclosure of information constituting a trade secret or other types of secret;
- damages to the integrity of financial documents;
- unauthorised access to the personal data of employees and customers;
- direct and indirect financial losses.

The main risk factors related to the security of Russian Railways' information infrastructure include tampering by third parties to gain unauthorised access to the information of the Company and its counterparties,

including purposeful hacker and virus attacks, as well as internal threats of employee misconduct and analysis and SIEM tools failure.

The key information security measures implemented by Russian Railways include:

- classification and categorisation of Russian Railways' systems, information security threat modelling, development of information protection requirements;
- sound arrangement of the information infrastructure components with due account for information security;
- design and implementation of centralised protection tools and private information protection subsystems in the Company's information infrastructure,

- certification of Russian Railways' systems for compliance with information security requirements;
- arrangements to analyse and control the security of IT infrastructure;
- organisation of employee training in information protection;
- ensuring the security of Russian Railways' information systems in use, monitoring information security incidents and responding to them;
- conducting internal investigations into information security and confidentiality incidents related to the use of computers;
- enhancement of the Company's information security policies and guidelines.



<sup>1</sup> Approved by Russian Railways' Order No. 906/r dated 9 April 2024.

<sup>2</sup> Approved by Russian Railways' Order No. 3159/r dated 17 December 2024.

<sup>3</sup> Approved by Russian Railways' Order No. 615/r dated 7 March 2024.

<sup>4</sup> Approved by Russian Railways' Order No. 72 dated 20 October 2023 (as amended by Russian Railways' Order No. 75 dated 25 October 2024).

<sup>5</sup> Approved by Russian Railways' Order No. 1781/r dated 24 July 2024.



# Innovation-driven development and digital transformation

## Innovations

The Group's Comprehensive Innovative Development Programme<sup>1</sup> (the CIDP) lays the groundwork for implementing the Company's strategic priorities. It outlines 11 groups of key projects, proposes organisational improvements to innovation management, and establishes partnership mechanisms based on open innovation.

### Russian Railways won the GenerationS Innovation Award in the Innovation Company of the Year category

In 2024, Russian Railways won the annual nationwide GenerationS Innovation Award in the Innovation Company of the Year category – the most prestigious of the five main categories with the highest competition levels.

Independent experts evaluated innovation work in large companies: existing corporate

innovation tools, their effectiveness, and innovation culture development levels.

The GenerationS corporate accelerator has held this award since 2023, with support from the Ministry of Economic Development, Ministry of Industry and Trade, and Ministry of Science and Higher Education of Russia.



RUB **172.51** bn

total investment in innovation projects in 2024, including R&D under the CIDP

### Key innovation-driven development projects in 2024

- development of the EMKA2 catenary and battery-powered electric shunter (performance tests underway);
- developing alternative fuel locomotives (modernising and modifying TEM18DM series shunting locomotives and 2TE116U mainline diesel locomotives to convert to natural gas and diesel traction);
- implementation and development of intelligent and automated customer service systems for freight transportation, including Autoagent, Electronic Claim Settlement, RZD Market, and Carbon Footprint;
- replication of virtual coupling – a wireless inter carriage link technology, single-person freight train driving technology, high-performance specialised rolling stock for infrastructure repair and maintenance, innovative loading and unloading equipment, interactive control units for a comprehensive automation system to control the marshalling process (with expanded functionality), acoustic monitoring points, and car oscillation detection systems;
- conducting research and development on articulated joint bars prototypes, universal mobile laboratory with virtual calibrator for metrological maintenance of rolling stock measuring systems, quantum communication equipment;
- introduction of innovative solutions to reduce environmental impact and save fuel and energy resources, including digital energy-saving heating systems, ceramic heating panels, removable thermal insulation, energy-saving films, and digital thermostats for heating systems.

### 2024 performance

- We organised reviews of over 900 innovative solutions from suppliers through our comprehensive open innovation support system by Russian Railways' end customers. We initially implemented 150 unique innovative projects (+5.6% compared to 2023) and replicated 103 projects (+63.4% compared to 2023).
- We continued creating regional innovation platforms across the railway network. In 2024, we opened platforms in the North Caucasus, Northern, and Privolzhskaya Railways (bringing our total to 13 regional innovation platforms by year-end).
- We secured RUB 73.9 m in external financing for Russian Railways' innovation activities in 2024, including through:
  - five joint grant competitions with Russian regions for technology solution suppliers, resulting in 14 developers receiving RUB 37.0 m in grants for designing or adapting innovative solutions for Russian Railways' end customers;
  - five AI-focused hackathons conducted within the October, Gorky, South Urals, Far Eastern, and Kaliningrad Railways, where Russian Railways participated as a case provider.
- For selecting and implementing innovative projects by Russian Railways' end customers, we conducted the following across 14 railways in 2024:
  - over 25 innovation tours, resulting in 30+ innovative projects accepted for implementation;
  - over 35 pitch sessions, resulting in 35+ innovative projects accepted for implementation.

- Our annual Russian Railways Innovation Day featured 459 events in 2024, attended by over 1,800 external innovation environment representatives (more than 30% higher compared to 2023).
- Project activity results were considerably better than last year:
  - over 340 innovative projects selected for implementation (more than double the previous year);
  - 80 innovative projects approved for scaling up (compared to 4 projects in 2023).
- Through our Innovation Support Programme, we implemented 37 unique innovative projects (+22 compared to 2023) worth RUB 165.4 m (+RUB 49.1 million from the previous year) with RUB 62.6 m in economic benefits.

## Legal protection of innovations

Protecting intellectual property and intellectual property designations is a strategic priority for Russian Railways. The Company's extensive intellectual property portfolio makes it a leader among state-owned enterprises.

- 4,719 inventions, useful models, trademarks, software suites, and databases comprise Russian Railways' patent portfolio.
- 365 new intellectual property items were added to the portfolio in 2024, with 18 receiving international legal protection

► For more details on the Company's innovations and awards, see Russian Railways' 2024 Annual Report, Innovation-driven Development and Digital Transformation section

<sup>1</sup> Approved by the Company's Board of Directors (Minutes No. 13 dated 26 February 2020).



## Digital Transformation

### GRI 3-3

Our main tool for achieving key performance indicators in digitalisation and technological sovereignty is the Digital Transformation Strategy until 2025<sup>1</sup>. In 2024, we updated the Strategy's project portfolio. Currently, our portfolio through 2030 includes 64 projects.

### Ensuring technological sovereignty

As part of measure to ensure technological sovereignty, Russian Railways is engaged in the Transport industry committee, the industrial competency centre for substitution of foreign industry digital products and solutions in the key Railway Transport and Logistics industries, plus competency centres for developing Russian general and applied software necessary to substitute existing foreign solutions.

We implement our digital transformation projects using Russian software and predominantly Russian radio electronic products included in the Unified Register of Russian Software and the Unified Register of Russian Radio Electronic Products.

### 2024 performance highlights

Russian Railways' digital transformation proceeded across these key areas in 2024:

- **Russian Railways Control and Monitoring System** as our most important Company management tool, encompassing 499 indicators;
- **corporate data warehouse** with methodologically verified models. The warehouse is included

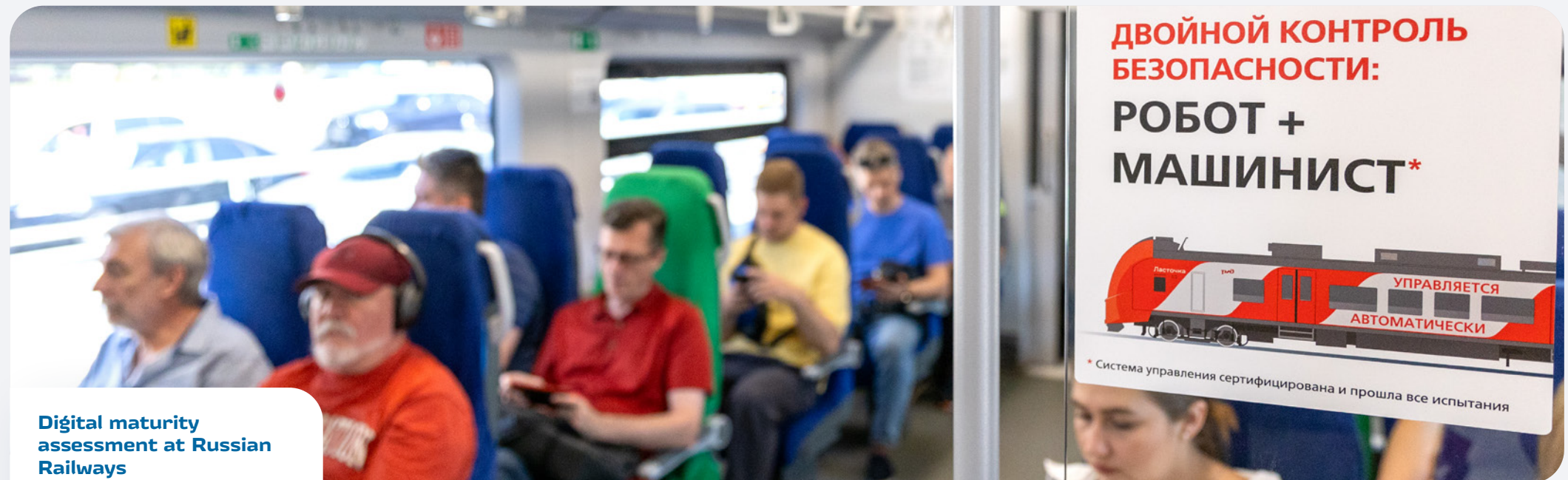
in the Russian software register and forms part of our corporate data management system being implemented – a necessary foundation for creating predictive and forecast analytics, and AI models. Currently, 3,500 users are connected;

- **AI technologies used in locomotive systems for train** driver speech recognition and automated train operation. For the first time in Russia, we launched the Lastochka electric train with automated control, while testing of five shunting locomotives with 4th level automation continues;
- **predictive analytics** is actively used in railcar diagnostics. In 2024, we scanned 36.3 m railcars using this technology, with approximately 1 in 1,000 requiring uncoupling;
- **digital services for infrastructure condition** assessment. In 2024, we inspected 12,501 km of track bed and water disposal structures using unmanned aerial vehicles and underwater remotely operated vehicles. In the infrastructure development area, two particularly important projects are modules of a unified system for managing current uncoupling and planned repairs;
- **Russian Railways electronic portal (rzd.ru)** providing convenient and transparent interaction with passengers and corporate clients. The official portal received 264.2 m visits during 2024.

### Fostering digital culture

As part of the measures to create a digital culture amongst Company employees:

- over 300 employees completed training under the Digital Transformation Leaders advanced professional training programme;



#### Digital maturity assessment at Russian Railways

In Q4 2024, we conducted a digital maturity assessment of Russian Railways for 2024. The final number of employees involved in digital transformation who underwent digital maturity assessment was 3,362 people, with a final result of 4.05 points.



- over 200 employees completed training under the new Company Digital Transformation: Projects for Business advanced professional training programme;
- following training, 11 digital transformation projects were approved for inclusion in the Digital Transformation Strategy;
- to assess digital services use in daily and professional activities, we conduct an annual digital literacy test at Russian Railways starting from 2023;
- we developed and approved a digital competency assessment model; an inspection across all Russian Railways facilities is planned for 2025.

### Implementing AI in process flows

Russian Railways continued active development and implementation of AI technologies in its process flows throughout 2024. We focused primarily on improving infrastructure efficiency, passenger and employee safety, and analytical support for strategic decisions.

AI project implementation enabled:

- optimising operational processes and passenger flow forecasting;

- increasing safety levels at railway infrastructure facilities;
- automating monitoring of international railway projects;
- improving analytical support for strategic planning decisions.

► For more details on the Company's digital transformation projects see Russian Railways' 2024 Annual Report, Innovation-driven Development and Digital Transformation section

**33** projects

using AI technologies are currently implemented at Russian Railways, with

**7** projects

out of them implemented in 2024

## Quantum communications

As part of quantum infrastructure development in 2024, new segments were added to the quantum network, bringing its total length to 7,012 km.

As part of R&D project implementation, we created mockups and pre-production prototypes of 13 quantum communication products, developed prototypes of 5 products, and obtained applications for state and international registration of 78 intellectual property items.

Efforts are underway to develop the ecosystem, which includes refining regulatory frameworks, standardisation, building human capital, and promoting awareness. The ecosystem registry currently includes over 160 organisations.

We provide for training of professionals in quantum communications and related fields through 28 educational programmes at 31 universities. We created the first permanent segment

of an inter-university quantum network spanning universities in Moscow, St Petersburg, Nizhny Novgorod, and Samara.

► For more details on quantum communications, see Russian Railways' 2024 Annual Report, Innovation-driven Development and Digital Transformation section

<sup>1</sup> Approved by the Company's Board of Directors (Minutes No. 10 dated 10 April 2023).



# → ANNEXES

## Material topics

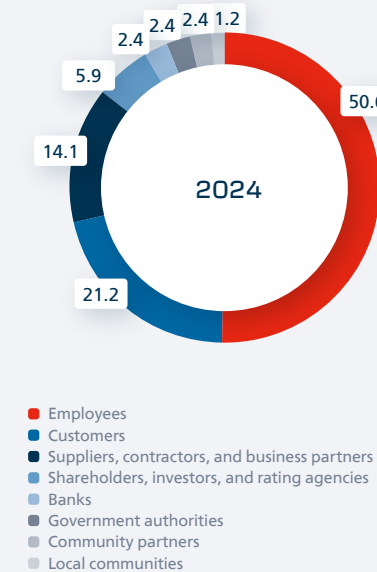
### GRI 3–1, 3–2

The content of the report was defined in accordance with GRI 2021 using a methodology to assess the Company’s impact on economic, environmental, and social aspects.

To that end, a list of economic, environmental, and social aspects was put together. The final list of the most significant topics for the report was compiled based on a survey of a wide range of stakeholders (a sample of 85 respondents).

The list to be assessed by stakeholders included aspects with the strongest impact. The respondents were asked to rate the importance of each topic on a scale of 1 to 5, with 1 the least important and 5 the most important. The final list of material topics was based on a ranking of how important the topics were for stakeholders.

Respondents by stakeholder group, %



### Summary of survey results

|                                                                        |      |
|------------------------------------------------------------------------|------|
| Data security                                                          | 4.32 |
| Higher quality and responsible provision of services                   | 4.22 |
| Russian Railways’ contribution to Russia’s national development goals  | 4.15 |
| Development of infrastructure and social services across the footprint | 4.13 |
| Anti-corruption                                                        | 4.11 |
| Engagement with local communities across the footprint                 | 4.03 |
| Long-term projects to develop logistics/transport infrastructure       | 3.98 |
| Labour market presence and impact on employment                        | 3.87 |
| Climate change. Projects to reduce GHG emissions                       | 3.85 |
| Sustainable waste management                                           | 3.84 |
| Digital transformation                                                 | 3.81 |
| Air quality. Projects to reduce pollutant emissions                    | 3.81 |
| Employee training and development                                      | 3.75 |

|                                                                                                       |      |
|-------------------------------------------------------------------------------------------------------|------|
| Projects to improve labour conditions                                                                 | 3.75 |
| Improved quality of employee social support programmes                                                | 3.71 |
| Creating conditions to ensure supply chain reliability                                                | 3.70 |
| Projects to improve energy efficiency                                                                 | 3.66 |
| Leadership in technology. Investments in technological sovereignty projects                           | 3.61 |
| Introduction of in-house technologies and Russian-made equipment amid sanctions (import substitution) | 3.58 |
| Impact on biodiversity                                                                                | 3.55 |
| Development of tourism programmes within Russia                                                       | 3.52 |
| Water management                                                                                      | 3.49 |
| Business ethics and protection of human rights                                                        | 3.47 |
| Programme to improve productivity                                                                     | 3.45 |
| Introduction of the process approach in the Russian Railways Group management                         | 3.22 |
| Development of the concept and programmes to promote a healthy lifestyle                              | 3.21 |
| Development of corporate volunteering programmes                                                      | 3.07 |

## List of material topics

The list of material topics included those that ranked highest in terms of importance for stakeholders.

As a materiality criterion, the median average stakeholder score over 3.70 was chosen.

In line with stakeholders’ priorities, the following material topics were included in the report:

| No. | Topic                                                                  |
|-----|------------------------------------------------------------------------|
| 1   | Data security                                                          |
| 2   | Higher quality and responsible provision of services                   |
| 3   | Russian Railways’ contribution to Russia’s national development goals  |
| 4   | Development of infrastructure and social services across the footprint |
| 5   | Anti-corruption                                                        |
| 6   | Engagement with local communities across the footprint                 |
| 7   | Long-term projects to develop logistics/transport infrastructure       |
| 8   | Labour market presence and impact on employment                        |
| 9   | Climate change. Projects to reduce GHG emissions                       |
| 10  | Sustainable waste management                                           |
| 11  | Digital transformation                                                 |
| 12  | Air quality. Projects to reduce pollutant emissions                    |
| 13  | Employee training and development                                      |
| 14  | Projects to improve labour conditions                                  |
| 15  | Improved quality of employee social support programmes                 |
| 16  | Creating conditions to ensure supply chain reliability                 |



# Independently verified sustainability indicators

## Material sustainability indicators

| Indicator                                                                                                                                           | 2024 value | Calculation methodology and disclosure approaches                                                                                                                                                                                                                                                     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Waste management                                                                                                                                    |            |                                                                                                                                                                                                                                                                                                       |
| Production and consumption waste generation, kt                                                                                                     | 1,468      | Data are collected using the 2-TP (waste) federal statistic form as regards reporting of industrial and consumer waste generated, processed, disposed of, decontaminated and sent to be stored or buried.                                                                                             |
| Share of waste sent to be buried, %                                                                                                                 | 11.7       | Data are based on waste generated (taking into account waste accumulated as at the beginning of the period) and sent to be buried (including MSW transferred to a regional operator) in the reporting year.                                                                                           |
| Consumption of fuel and energy resources                                                                                                            |            |                                                                                                                                                                                                                                                                                                       |
| Electrical energy consumption, m kW*h, total                                                                                                        | 50,937.3   | Data are based on Russian Railways' internal statistical reporting forms in accordance with the instructions on the procedure for filling out the relevant forms.                                                                                                                                     |
| Diesel fuel consumption (excluding consumption by service companies), kt, total                                                                     | 2,541.6    |                                                                                                                                                                                                                                                                                                       |
| Coal consumption, kt, total                                                                                                                         | 545.9      |                                                                                                                                                                                                                                                                                                       |
| Fuel oil consumption, kt                                                                                                                            | 166        |                                                                                                                                                                                                                                                                                                       |
| Natural gas consumption, mcm                                                                                                                        | 381.5      |                                                                                                                                                                                                                                                                                                       |
| Occupational injuries                                                                                                                               |            |                                                                                                                                                                                                                                                                                                       |
| Total number of people injured at work through the fault of employees and employer, persons                                                         | 76         | Data show workplace injuries where a dedicated commission has confirmed that either the employee or the employer (Russian Railways) have caused the injury. Data are collected using the 7-injuries federal statistic form as regards information on occupational injuries and work-related diseases. |
| Total workplace injury frequency rate (injuries sustained through the fault of employees and employer) (number of injuries per 1,000 workers)       | 0.117      |                                                                                                                                                                                                                                                                                                       |
| Fatal workplace injury frequency rate (injuries sustained through the fault of employees and employer) (number of fatal injuries per 1,000 workers) | 0.022      |                                                                                                                                                                                                                                                                                                       |
| Working conditions                                                                                                                                  |            |                                                                                                                                                                                                                                                                                                       |
| Working conditions and occupational safety improvement expenses, RUB mln                                                                            | 44,445     | Data are based on Russian Railways' internal statistical reporting forms on health, industrial safety and non-occupational injuries.                                                                                                                                                                  |
| Number of workplaces with improved working conditions, thousand workplaces                                                                          | 48.6       |                                                                                                                                                                                                                                                                                                       |

| Indicator                                                                                                                         | 2024 value | Calculation methodology and disclosure approaches                                                                                                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Employee training                                                                                                                 |            |                                                                                                                                                                                                                                                                                                                           |
| Blue- and white-collar employees who completed professional training, thousand people                                             | 271.1      | Data are collected using Russian Railways’ internal statistic form KO-3 «Report on professional training of blue- and white-collar employees». Professional training is carried out according to training programs and professional development programs.                                                                 |
| Average hours of professional training per employee per year by category « blue- and white-collar employees», class hours/ person | 98.1       | Data are based on the number of blue- and white-collar employees who completed professional training and average planned training hours (300 and 60 class hours for training and professional development programmes respectively)                                                                                        |
|                                                                                                                                   |            | The average hours of training per employee per year is shown per employee trained under professional training programmes                                                                                                                                                                                                  |
| Collective bargaining agreements                                                                                                  |            |                                                                                                                                                                                                                                                                                                                           |
| Share of employees covered by the collective bargaining agreement, %                                                              | 100        | Data are collected in accordance with the requirements to disclosure GRI 2-30.<br><br>The Collective Bargaining Agreement is a unified document for Russian Railways, including branches, structural units and representative offices, and covers all employees of Russian Railways.                                      |
| Passenger satisfaction                                                                                                            |            |                                                                                                                                                                                                                                                                                                                           |
| Consolidated customer satisfaction index for long-haul passengers, points (Q4)                                                    | 90.8       | Data are collected over passenger complex of the Russian Railways Group based on the results of passenger satisfaction surveys conducted in accordance with Integrated Methodology for Evaluating Passenger Satisfaction in Rail Transportation as approved by Russian Railways’ Order No. 3041/r dated 29 December 2021. |
| Consolidated customer satisfaction index for suburban passengers, points (Q4)                                                     | 88.5       |                                                                                                                                                                                                                                                                                                                           |





# Independent Practitioner’s Limited Assurance Report [Translation from Russian original]

To Joint Stock Company “Russian Railways”

We have undertaken a limited assurance engagement of the accompanying Russian Railways Sustainable Development Report 2024 (hereinafter referred to as the Report)<sup>1</sup>, namely with regard to the disclosed in the Report material sustainability indicators listed in the section of the Report “Independently verified sustainability indicators”:

- Waste management
  - Production and consumption waste generation, kt
  - Share of waste sent to be buried, %
- Consumption of fuel and energy resources
  - Electrical energy consumption, m kW\*h, total
  - Diesel fuel consumption (excluding consumption by service companies), kt, total
  - Coal consumption, kt, total
  - Fuel oil consumption, kt
  - Natural gas consumption, mcm

- Occupational injuries
  - Total number of people injured at work through the fault of employees and employer, persons
  - Total workplace injury frequency rate (injuries sustained through the fault of employees and employer) (number of injuries per 1,000 workers)
  - Fatal workplace injury frequency rate (injuries sustained through the fault of employees and employer) (number of fatal injuries per 1,000 workers)
- Working conditions
  - Working conditions and occupational safety improvement expenses, RUB mln
  - Number of workplaces with improved working conditions, thousand workplaces

- Passenger satisfaction
  - Consolidated customer satisfaction index for long-haul passengers, points (Q4)
  - Consolidated customer satisfaction index for suburban passengers, points (Q4)
- Collective bargaining agreements
  - Share of employees covered by the collective bargaining agreement, %
- Employee training
  - Blue- and white-collar employees who completed professional training, thousand people
  - Average hours of professional training per employee per year by category “blue- and white-collar employees”, class hours/person

(hereinafter jointly referred to as Selected Information).

## Responsibility of Joint Stock Company “Russian Railways”

Joint Stock Company “Russian Railways” (hereinafter referred to as JSCo “RZD”) is responsible for preparation of the Selected Information in compliance with the applicable criteria: calculation methodology and disclosure approaches listed in the section of the Report “Independently verified sustainability indicators” (hereinafter referred to as Applicable Criteria).

JSCo “RZD” is also responsible for the choice of calculation and presentation methodologies for the Selected Information, their observance and disclosure in the preparation of the Report.

This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of the Selected

Information that is free from material misstatement, whether due to fraud or error, selection of applicable acts for the Selected Information preparation; development of internal documents and calculation methods for the purposes of preparing the Selected Information; prevention and detection of fraud; maintenance of sufficient documentation in relation to the Selected Information.

## Our Independence and Quality Management

We have complied with the ethical and independence requirements, that are relevant to our engagement in the Russian Federation, including requirements of the Rules of Independence of Auditors and Audit Organizations and the Code of Professional Ethics for Auditors, as well as in the International Ethics Standards Board for Accountants’

International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies International Standard on Quality Management 1, which requires our firm to design, implement and operate a system of quality management, which is supported by policy or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

## Our Responsibility

Our responsibility is to express a limited assurance conclusion on compliance of the Selected Information with the Applicable Criteria based on the procedures we have performed and the evidence we have obtained.

We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information. This standard requires that

we plan and perform this engagement to obtain limited assurance about whether the Selected Information is free from material misstatement.

A limited assurance engagement undertaken in accordance with this standard involves assessing the suitability in the circumstances of JSCo “RZD” use of Applicable Criteria as the basis for the preparation of the Selected Information, assessing the risks of material misstatement of the Selected Information whether due to fraud

or error, responding to assessed risks as necessary in the circumstances, and evaluating the overall presentation of the Selected Information.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

<sup>1</sup> The report discloses the results of the activities of JSCo “RZD”, as well as, for certain indicators, the results of the activities of JSCo “RZD” and its controlled entities. The procedures were performed in relation to the Russian version of the Report



# Procedures

The procedures we performed were based on our professional judgment and included inquiries, inspections of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above we have undertaken the following activities:

- Interviewing the management and employees of JSCo “RZD” and obtaining documentary evidence.
- Study of information available on the website of JSCo “RZD” related to the Selected Information.
- Study of public statements of third parties concerning environmental and social aspects of JSCo “RZD” activities, in order to check the validity of the declarations made in the Report and related to the Selected Information.
- Study of the existing processes of collection, processing, documenting, verification, analysis and selection

of data related to the Selected Information and subject to be included into the Report.

- Selective review of documents and data on the performance of the environmental and social impact management systems in JSCo “RZD” related to the Selected Information.
- Assessment of conformity of the data related to the Selected Information, disclosed in the section of the Report “Independently verified sustainability indicators”, with the documents provided to us, including external and internal reporting documents.
- Analysis of the Selected Information for compliance with the Applicable Criteria.

The procedures were performed exclusively in relation to data related to the Selected Information for the year ended 31 December 2024. The procedures were not performed in relation to any other information disclosed in the Report including compliance statements not related to the Applicable Criteria.

The procedures were not performed in relation to forward-looking statements; statements expressing the opinions, beliefs and intentions of JSCo “RZD” to take any action related to the future; as well as statements based on expert opinion.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about compliance of the Selected Information, in all material respects, with the Applicable Criteria.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

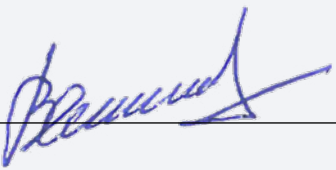
# Limited Assurance Conclusion

Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the Selected Information has not complied, in all material respects, with the Applicable Criteria.

# Restriction on Use

Selected Information is intended solely for the Report users’ purposes and as a result may not be suitable for other parties or other purposes. Our assurance report is intended for JSCo “RZD”.



FBK, LLC

Senior Managing Partner

**Elena Olegovna Sarafanova**  
(registration number 21906078276)

Practitioner Partner  
acting under Power of Attorney No. 79/24  
of October 03, 2024

**Vladimir Yulianovich Skobarev**  
(registration number 21606080523)

August 14, 2025

# Organization Details

**Name:**  
Joint Stock Company “Russian Railways”  
(JSCo “RZD”).

**Address of the legal entity within its location:**  
Building 1, Novaya Basmannaya Street 2/1,  
Inner-city territory, Basmanny Municipal  
District, Moscow, Russian Federation,  
107174.

The registration entry was made in the Unified State Register of Legal Entities on 23 September 2023 under primary state registration number 1037739877295.

# Audit Organization Details

**Name:**  
FBK, LLC.

**Address of the legal entity within its location:**  
44 Myasnitskaya St, Bldg 2, Moscow,  
101000.

The registration entry was made in the Unified State Register of Legal Entities on 24 July 2002 under primary state registration number 1027700058286.

Primary number of registration entry in the register of auditors and audit organizations of the self-regulatory organization of auditors 11506030481.



# GRI content index

|                     |                                                                                                                                                         |
|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| Statement of use    | In this GRI content index, Russian Railways discloses information for the period from 1 January to 31 December 2024 with reference to the GRI standards |
| GRI 1 standard used | GRI 1: Foundation 2021                                                                                                                                  |

| GRI standard                    | Disclosure                                                                        | Section name / comments                                                                                                                                                                                                                                                                                                                                                                                                                       | Report page |
|---------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| GRI 2: General Disclosures 2021 | 2-1. Organisational details                                                       | About the report                                                                                                                                                                                                                                                                                                                                                                                                                              | 1, 14, 219  |
|                                 |                                                                                   | Company profile                                                                                                                                                                                                                                                                                                                                                                                                                               |             |
|                                 |                                                                                   | Contact details                                                                                                                                                                                                                                                                                                                                                                                                                               |             |
|                                 |                                                                                   | The Company's legal form is an open joint stock company. Under the All-Russian Classifier of Forms of Ownership, the Company is classified under code 12 (in federal ownership).                                                                                                                                                                                                                                                              |             |
|                                 | 2-2. Entities included in the organisation's sustainability reporting             | About the report                                                                                                                                                                                                                                                                                                                                                                                                                              | 1           |
|                                 |                                                                                   | The report includes information about operations of Russian Railways.                                                                                                                                                                                                                                                                                                                                                                         |             |
|                                 | 2-3. Reporting period, frequency and contact point                                | About the report                                                                                                                                                                                                                                                                                                                                                                                                                              | 1, 219      |
|                                 |                                                                                   | Contact details                                                                                                                                                                                                                                                                                                                                                                                                                               |             |
|                                 | 2-4. Restatements of information.                                                 | Occupational injuries                                                                                                                                                                                                                                                                                                                                                                                                                         | 116, 119    |
|                                 |                                                                                   | Labour conditions and occupational safety improvement\                                                                                                                                                                                                                                                                                                                                                                                        |             |
|                                 | 2-5. External assurance                                                           | About the report                                                                                                                                                                                                                                                                                                                                                                                                                              | 1           |
|                                 | 2-6. Activities, value chain and other business relationships                     | Company profile                                                                                                                                                                                                                                                                                                                                                                                                                               | 4, 16, 18   |
|                                 |                                                                                   | Business model                                                                                                                                                                                                                                                                                                                                                                                                                                |             |
|                                 |                                                                                   | Geography of operations                                                                                                                                                                                                                                                                                                                                                                                                                       |             |
|                                 | 2-7. Employees                                                                    | Personnel structure and turnover                                                                                                                                                                                                                                                                                                                                                                                                              | 93          |
|                                 |                                                                                   | All employees of the Company are guaranteed a specific number of working hours and corresponding pay, as outlined in their employment contracts.                                                                                                                                                                                                                                                                                              |             |
|                                 | 2-9. Governance structure and composition                                         | Governance structure of Russian Railways                                                                                                                                                                                                                                                                                                                                                                                                      | 28, 30      |
|                                 |                                                                                   | Participation of the Board of Directors in sustainable development management                                                                                                                                                                                                                                                                                                                                                                 |             |
|                                 | 2-12. Role of the highest governance body in overseeing the management of impacts | Participation of the Board of Directors in sustainable development management                                                                                                                                                                                                                                                                                                                                                                 | 30          |
|                                 | 2-13. Delegation of responsibility for managing impacts                           | Participation of the Board of Directors in sustainable development management                                                                                                                                                                                                                                                                                                                                                                 | 30          |
|                                 | 2-14. Role of the highest governance body in sustainability reporting             | To prepare a sustainable development report, a corporate order containing a list of matters for disclosure is put together and approved inter alia by the Board of Directors before being signed by the First Deputy CEO and Chairman of the Management Board (a member of the Board of Directors). The final version of the report is among others sent to members of the Board of Directors and the CEO – Chairman of the Management Board. |             |
|                                 | 2-15. Conflicts of interest                                                       | Conflict of interest preventionand management                                                                                                                                                                                                                                                                                                                                                                                                 | 162         |
|                                 | 2-22. Statement on sustainable development strategy                               | Message from the Chief Executive Officer – Chairman of the Management Board of Russian Railways                                                                                                                                                                                                                                                                                                                                               | 2           |
|                                 | 2-23. Policy commitments                                                          | Environmental strategy                                                                                                                                                                                                                                                                                                                                                                                                                        | 52          |

| GRI standard                            | Disclosure                                                                          | Section name / comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Report page                                                          |
|-----------------------------------------|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|
| GRI 3: Material Topics 2021             | 2-26. Mechanisms for seeking advice and raising concerns                            | Ethics advice and ethical issue prevention mechanisms<br>Supplier hotline                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 90, 175                                                              |
|                                         | 2-29. Approach to stakeholder engagement                                            | Stakeholder engagement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 42                                                                   |
|                                         | 2-30. Collective bargaining agreements                                              | Collective Bargaining Agreement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 100                                                                  |
|                                         | 3-1. Process to determine material topics                                           | Material topics                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 182                                                                  |
|                                         | 3-2. List of material topics                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                      |
|                                         | 3-3. Management of material topics                                                  | Information security<br>Customer relations<br>Contribution to local communities<br>Anti-corruption<br>Cooperation with regional authorities and local communities<br>Digital transformation<br>Russian Railways' contribution to achieving UN Sustainable Development Goals and implementing Russia's national projects<br>Climate action<br>Air protection<br>Waste management<br>Employee training and development<br>Social support<br>Labour conditions and occupational safety improvement<br>Protecting public health in the regions of operation<br>Children and youth policy | 176, 129, 137, 158, 136, 180, 34, 57, 67, 69, 97, 100, 120, 139, 143 |
| Market presence                         |                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                      |
| GRI 202: Market Presence 2016           | 202-1. Ratios of standard entry level wage by gender compared to local minimum wage | Remuneration and incentive system                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 96                                                                   |
|                                         | 202-2. Proportion of senior management hired from the local community               | Annex to the Social and HR Policy section                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 218                                                                  |
| Indirect economic impacts               |                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                      |
| GRI 203: Indirect Economic Impacts 2016 | 203-1. Infrastructure investments and services supported                            | Contribution to local communities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 137                                                                  |
|                                         | 203-2. Significant indirect economic impacts                                        | Contribution to local communities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 137                                                                  |
| Procurement practices                   |                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                      |
| GRI 204: Procurement practices 2016     | 204-1. Proportion of spending on local suppliers                                    | Import substitution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 172                                                                  |



| GRI standard                      | Disclosure                                                                                                                                       | Section name / comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Report page |
|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| Anti-corruption                   |                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |             |
| GRI 205: Anti-corruption 2016     | 205-2. Communication and training about anti-corruption policies and procedures                                                                  | Zero tolerance for corruption<br>Anti-corruption promotion programme                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 165, 166    |
|                                   | 205-3. Confirmed incidents of corruption and actions taken                                                                                       | Anti-Corruption Hotline<br>Anti-corruption                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 164, 158    |
| Taxes                             |                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |             |
| GRI 207: Tax 2019                 | 207-3. Stakeholder engagement and management of concerns related to tax                                                                          | Responsible company                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 168         |
| Energy                            |                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |             |
| GRI 302: Energy 2016              | 302-1. Energy consumption within the organisation                                                                                                | Annex to the Energy Efficiency section                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 202-203     |
|                                   |                                                                                                                                                  | Energy efficiency<br><br>Data are partially disclosed and featured in the Performance against Energy Saving and Energy Efficiency Targets table.<br><br>Energy intensity of Russian Railways’ operations shows the energy efficiency of the Company’s works and services related to its ordinary activities. This indicator is calculated as fuel and energy resources consumed by the Company (excluding volumes sold to third-party entities and individuals as fuel for industrial and household needs, and excluding transit of power and heat, including the standardised level of technological losses) divided by the amount of the Company’s works and services related to its ordinary activities adjusted to the Company’s operational turnover, the key line of activity measured in tonne-kilometres of cargo. | 63, 64      |
| Water and effluents               |                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |             |
| GRI 303: Water and Effluents 2018 | 303-2. Management of water discharge-related impacts                                                                                             | Water resources                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 73          |
|                                   | 303-4. Wastewater discharge                                                                                                                      | Wastewater discharge                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 74          |
|                                   | 303-5. Water consumption                                                                                                                         | Water consumption                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 73          |
| Biodiversity                      |                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |             |
| GRI 304: Biodiversity 2016        | 304-1. Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas | Russian Railways does not own, lease or manage any operational sites in areas of natural value or specially protected areas.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |             |
|                                   | 304-2. Significant impacts of activities, products, and services on biodiversity                                                                 | Biodiversity conservation<br><br>No significant direct or indirect impact of Russian Railways on sensitive ecosystems and biodiversity was recorded in the reporting period.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 77          |
|                                   | 304-3. Habitats protected or restored                                                                                                            | Biodiversity conservation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 77          |
|                                   | 304-4. IUCN Red List species and national conservation list species with habitats in areas affected by operations                                | Russian Railways does not keep record of the IUCN Red List species and national conservation list species with habitats in areas affected by its operations due to its vast geographical presence.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |             |

| GRI standard                               | Disclosure                                                                                                        | Section name / comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Report page |
|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| Emissions                                  |                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |             |
| GRI 305: Emissions 2016                    | 305-1. Direct (Scope 1) GHG emissions                                                                             | GHG emissions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 61          |
|                                            | 305-2. Energy indirect (Scope 2) GHG emissions                                                                    | GHG emissions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 61          |
|                                            | 305-3. Other indirect (Scope 3) GHG emissions                                                                     | The Company currently does not calculate any indirect GHG emissions associated with the purchase of construction materials, rolling stock and supplies, as well as any other goods (Scope 3).                                                                                                                                                                                                                                                                                                     |             |
|                                            | 305-4. GHG emissions intensity                                                                                    | GHG emissions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 61          |
|                                            | 305-5. Reduction of GHG emissions                                                                                 | GHG emissions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 61          |
|                                            | 305-6. Emissions of ozone-depleting substances (ODS)                                                              | The Company does not engage in activities related to emissions of ODS.                                                                                                                                                                                                                                                                                                                                                                                                                            |             |
|                                            | 305-7. Nitrogen oxides (NO <sub>x</sub> ), sulphur oxides (SO <sub>x</sub> ), and other significant air emissions | Air protection<br><br>Russian Railways emits no persistent organic pollutants (POPs).                                                                                                                                                                                                                                                                                                                                                                                                             | 67          |
| Waste                                      |                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |             |
| GRI 306: Waste 2020                        | 306-2. Management of significant waste-related impacts                                                            | Waste management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 69          |
|                                            | 306-3. Waste generated                                                                                            | Waste management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 69          |
|                                            | 306-4. Waste diverted from disposal                                                                               | Waste management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 69          |
|                                            | 306-5. Waste directed to disposal                                                                                 | Waste management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 69          |
| Employment                                 |                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |             |
| GRI 401: Employment 2016                   | 401-1. New employee hires and employee turnover                                                                   | Personnel structure and turnover<br><br>Annex to the Social and HR Policy section                                                                                                                                                                                                                                                                                                                                                                                                                 | 94, 208     |
|                                            | 401-2. Benefits provided to full-time employees that are not provided to temporary or part-time employees         | Social support of employees<br><br>Benefits provided to employees do not depend on their status or employment terms.                                                                                                                                                                                                                                                                                                                                                                              | 100         |
|                                            | 401-3. Parental leave                                                                                             | Annex to the Social and HR Policy section                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 95          |
| Labour/management relations                |                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |             |
| GRI 402: Labour/ Management Relations 2016 | 402-1. Minimum notice periods regarding operational changes                                                       | In line with the Russian Labour Code, the Company notifies employees of significant operational changes. The minimum notice period is at least two months in advance. If a decision to reduce headcount or number of employees may cause large-scale redundancies, the Company notifies the state employment office and the elected body of respective primary trade union organisation at least three months in advance. These provisions are included into the Collective Bargaining Agreement. |             |



| GRI standard                                  | Disclosure                                                                                     | Section name / comments                                                                                                                                                                                                                                          | Report page  |
|-----------------------------------------------|------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Health and safety                             |                                                                                                |                                                                                                                                                                                                                                                                  |              |
| GRI 403: Occupational Health and Safety 2018  | 403-1. Occupational health and safety management system                                        | Health and safety                                                                                                                                                                                                                                                | 113          |
|                                               | 403-2. Hazard identification, risk assessment, and incident investigation                      | Health and safety                                                                                                                                                                                                                                                | 115          |
|                                               | 403-3. Occupational health services                                                            | Health and safety                                                                                                                                                                                                                                                | 119          |
|                                               | 403-4. Worker participation, consultation, and communication on occupational health and safety | Health and safety                                                                                                                                                                                                                                                | 113          |
|                                               | 403-5. Worker training on occupational health and safety                                       | Health and safety<br>Training does not cover employees of contractors.                                                                                                                                                                                           | 123          |
|                                               | 403-6. Promotion of worker health                                                              | Health and safety<br>The social package does not cover employees of contractors.                                                                                                                                                                                 | 121          |
|                                               | 403-9. Work-related injuries                                                                   | Work-related injuries                                                                                                                                                                                                                                            | 116          |
|                                               | 403-10. Work-related ill health                                                                | Work-related ill health<br><br>Russian Railways maintains no records of fatalities from occupational diseases among employees who are not the Company's employees but whose performance and/or workplace is monitored by the Company.<br><br>Employee healthcare | 121, 107     |
| Training and education                        |                                                                                                |                                                                                                                                                                                                                                                                  |              |
| GRI 404: Training and Education 2016          | 404-1. Average hours of training per year per employee                                         | Management and office workers training                                                                                                                                                                                                                           | 99           |
|                                               | 404-2. Programmes for upgrading employee skills and transition assistance programmes           | Personnel onboarding<br>Social support                                                                                                                                                                                                                           | 97, 105      |
| Diversity and equal opportunity               |                                                                                                |                                                                                                                                                                                                                                                                  |              |
| GRI 405: Diversity and Equal Opportunity 2016 | 405–1. Diversity of governance bodies and employees                                            | Personnel structure and turnover<br>Annex to the Social and HR Policy section                                                                                                                                                                                    | 94, 216, 218 |
| Non-discrimination                            |                                                                                                |                                                                                                                                                                                                                                                                  |              |
| GRI 406: Non-discrimination 2016              | 406-1. Incidents of discrimination and corrective actions taken                                | Ensuring equal rights for employees<br><br>Russian Railways has rules in place to ensure non-discriminatory access of customers to transportation services. No incidents of discrimination were recorded in 2024.                                                | 91           |
| Child labour                                  |                                                                                                |                                                                                                                                                                                                                                                                  |              |
| GRI 408: Child Labour 2016                    | 408-1. Operations and suppliers at significant risk for incidents of child labour              | Russian Railways and its suppliers do not use child labour in their operations. No incidents involving the use of child labour were recorded by the Company in 2024                                                                                              |              |

| GRI standard                              | Disclosure                                                                                        | Section name / comments                                                                                                                                                                                                                                                                                                   | Report page |
|-------------------------------------------|---------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| Forced or compulsory labour               |                                                                                                   |                                                                                                                                                                                                                                                                                                                           |             |
| GRI 409: Forced or Compulsory Labour 2016 | 409-1. Operations and suppliers at significant risk for incidents of forced or compulsory labour  | No incidents involving the use of forced or compulsory labour were recorded by the Company in 2024.                                                                                                                                                                                                                       |             |
| Rights of Indigenous Peoples              |                                                                                                   |                                                                                                                                                                                                                                                                                                                           |             |
| GRI 411: Rights of Indigenous Peoples     | 411-1. Incidents of violations involving rights of indigenous peoples                             | No incidents involving the use of forced or compulsory labour were recorded by the Company in 2024.                                                                                                                                                                                                                       |             |
| Local communities                         |                                                                                                   |                                                                                                                                                                                                                                                                                                                           |             |
| GRI 413: Local Communities 2016           | 413-1. Operations with local community engagement, impact assessments, and development programmes | Partially disclosed. Russian Railways does not evaluate performance related to local community engagement.                                                                                                                                                                                                                |             |
| Public policy                             |                                                                                                   |                                                                                                                                                                                                                                                                                                                           |             |
| GRI 415: Public Policy 2016               | 415-1. Political contributions                                                                    | Pursuant to its Code of Business Ethics, Russian Railways does not finance or otherwise support any political parties and non-profit organisations engaged in political activities.<br><br>The Company neither finances nor otherwise supports any individuals, including its employees, engaged in political activities. |             |



# SASB content index

| Topic                      | SASB code    | SASB metric                                                                                                                                                            | Metric or section and page of the report                                                                            | Comments                                                                                                                                                                      |
|----------------------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| GHG emissions              | TR-RA-110a.1 | Gross global Scope 1 emissions, CO <sub>2</sub>                                                                                                                        | Climate action – GHG emissions. p. 61                                                                               |                                                                                                                                                                               |
|                            | TR-RA-110a.2 | Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets | Environmental management – Environmental strategy. p. 52                                                            |                                                                                                                                                                               |
|                            |              |                                                                                                                                                                        | Climate action – Management approach, Prospects for reducing GHG emissions. p. 57, 59                               |                                                                                                                                                                               |
|                            | TR-RA-110a.3 | 1. Total fuel consumed, J                                                                                                                                              | Annex to the Energy Efficiency section. p. 63                                                                       |                                                                                                                                                                               |
| Air quality                | TR-RA-120a.1 | 2. Percentage renewable, %                                                                                                                                             | 0.003                                                                                                               |                                                                                                                                                                               |
|                            |              | Air emissions of the following pollutants:<br>1. NO <sub>x</sub> (excluding N <sub>2</sub> O), t;<br>2. Particulate matter (PM10), t                                   | 1. From all types of sources: 3,928.292; from stationary sources: 3,229.529.<br>2. From all types of sources: 1.860 | 1. NO <sub>x</sub> expressed as NO <sub>2</sub>                                                                                                                               |
| Employee health and safety | TR-RA-320a.1 | 1. Total recordable incident rate (TRIR)                                                                                                                               | N/A                                                                                                                 | The Occupational Injuries section (P. XX) outlines the Company's performance indicators for tracking incident rates.                                                          |
|                            |              | 2. Fatality rate                                                                                                                                                       | Health and safety – Occupational injuries. p. 116                                                                   |                                                                                                                                                                               |
|                            |              | 3. Near miss frequency rate (NMFR)                                                                                                                                     | N/A                                                                                                                 | The Analysis and Assessment of Occupational Risks section (P. XX) describes the process to assess professional risks and activities to prevent emergencies and mitigate risks |
| Competitive behaviour      | TR-RA-520a.1 | Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behaviour regulations                                                 | Not disclosed                                                                                                       |                                                                                                                                                                               |

| Topic                          | SASB code    | SASB metric                                                    | Metric or section and page of the report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Comments |
|--------------------------------|--------------|----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Accident and safety management | TR-RA-540a.1 | Number of accidents and incidents                              | Health and safety – Traffic safety, Non-occupational injuries. p. 126, 127                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |          |
|                                | TR-RA-540a.2 | Number of accident releases and nonaccidental releases (NARs)  | There were no confirmed accident releases and nonaccidental releases (NARs)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |          |
|                                | TR-RA-540a.3 | Number of violations identified by state inspections or audits |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |          |
|                                | TR-RA-540a.4 | Frequency of internal railway integrity inspections            | Railway integrity inspections in 2024 covered the following distances: <ul style="list-style-type: none"><li>3,519,748 km using track monitoring equipment;</li><li>2,272,934 km using defect detection tools.</li></ul> The frequency of inspections is set by Russian Railways' regulations based on the type and functional category of the railway tracks: <ul style="list-style-type: none"><li>for mobile track monitoring equipment, the inspection frequency is set in the Regulation on the Monitoring of Main and Station Tracks approved by Russian Railways' Order No. 678/r dated 7 April 2017, ranging from once a year to twice a month;</li><li>for mobile defect detection tools, the inspection frequency is set in the Methodology for Establishing the Frequency of Non-Destructive Testing of Rails Based on the Type and Functional Category of Railway Tracks approved by Russian Railways' Order No. 1067/r dated 21 May 2020, ranging from twice a year to four times a month.</li></ul> |          |



# TCFD compliance

| Recommended disclosures                                                                                                                                                                                            | Report section and page / comments                                                                                                                            |                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Corporate governance</b><br><br>Disclose the organisation's governance around climate-related risks and opportunities.                                                                                          | a) Describe the board's oversight of climate-related risks and opportunities.                                                                                 | Participation of the Board of Directors in sustainable development management, p. 30                                                                                                                                                                                                                  |
|                                                                                                                                                                                                                    | b) Describe management's role in assessing and managing climate-related risks and opportunities.                                                              | Sustainable development management at Russian Railways, p. 28                                                                                                                                                                                                                                         |
| <b>Strategy</b><br><br>Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material. | a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.                                | Climate action, p. 57                                                                                                                                                                                                                                                                                 |
|                                                                                                                                                                                                                    | b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.                         | Climate action, p. 57<br>Annexes, Additional Information on TCFD Compliance, p. 197                                                                                                                                                                                                                   |
|                                                                                                                                                                                                                    | c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2 °C or lower scenario. | The Company is not currently assessing such scenarios                                                                                                                                                                                                                                                 |
| <b>Risk management</b><br><br>Disclose how the organisation identifies, assesses, and manages climate-related risks.                                                                                               | a) Describe the organisation's processes for identifying and assessing climate-related risks.                                                                 | Risk management, p. 154<br>Annexes, Additional Information on TCFD Compliance, p. 197<br><br>See also the Russian Railways 2024 Annual Report, Risk Management section.<br><br>The Company provides partial risk disclosures in line with Decree No. 1102 of the Russian Government dated 4 July 2023 |
|                                                                                                                                                                                                                    |                                                                                                                                                               | Climate change risks, p. 60<br>Annexes, Additional Information on TCFD Compliance, p. XX<br><br>The Company provides partial risk disclosures in line with Decree No. 1102 of the Russian Government dated 4 July 2023                                                                                |
|                                                                                                                                                                                                                    | c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.      | The Company provides partial risk disclosures in line with Decree No. 1102 of the Russian Government dated 4 July 2023                                                                                                                                                                                |
| <b>Metrics and targets</b><br><br>Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.                                  | a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.     | The Company provides partial risk disclosures in line with Decree No. 1102 of the Russian Government dated 4 July 2023                                                                                                                                                                                |
|                                                                                                                                                                                                                    | b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.                                               | GHG emissions, p. 61                                                                                                                                                                                                                                                                                  |
|                                                                                                                                                                                                                    | c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.                           | Environmental Strategy targets, p. 53.<br>Annexes, Additional Information on TCFD Compliance, p. 197                                                                                                                                                                                                  |

## Additional Information on TCFD Compliance

### Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.

Natural climate factors can significantly affect the interaction between railway tracks and rolling stock. The main factors influencing the resilience of rail transport operations are temperature and precipitation, which can lead to several negative consequences for railway infrastructure:

- snowfall disrupts transportation, damages communication and power lines, affects the normal operation of turnouts, and increases the risk of avalanches; rapid melting can also lead to flooding;
- low temperatures increase the likelihood of rail fractures, the formation of cracks in metal bridge span structures, and breaks in power and communication lines;
- high temperatures are particularly dangerous in areas with continuous welded rails, where spontaneous thermal stress relief can cause rail buckling;
- rain and heavy downpours create risks of mass washouts, landslides on embankments and cuts, track erosion, and damage to engineering structures.

In addition, the territory of Russia is exposed to various hazardous natural phenomena, including earthquakes, hurricanes, storms, tornadoes, blizzards, snowstorms, landslides, mudflows, rockfalls, avalanches, wildfires, and floods.

It is important to note that the total number of hazardous meteorological events has roughly doubled over the past two decades. These meteorological anomalies pose significant risks to rail transport, especially as they become increasingly prolonged. The most critical changes involve fluctuations in average annual temperatures, particularly during the hot season, as well as the intensity of precipitation that occurs within short time frames.

These compounded risks are associated with the climate change and the resulting increase in the frequency and intensity of adverse natural processes and phenomena, which can damage infrastructure and disrupt or limit the operations of Russian Railways.

These adverse events may result in damage or destruction of buildings, structures, and communications, potentially leading to emergencies, including those with environmental repercussions. Such impacts can lead to decreased transportation volumes and reduced revenue from core operations, as well as higher costs for mitigating the negative effects of climate risks. Additionally, they may indirectly affect the funding allocated for ongoing environmental protection projects.

In the upcoming planning period through 2035, the impact of natural climate risks is assessed as moderate, with a low likelihood of occurrence. Given the extensive infrastructure of Russian Railways across various climatic zones in Russia, efforts will be intensified to study the vulnerability of infrastructure assets to projected impact factors with a view to minimising their long-term consequences. This will involve developing protective and preventive measures, as well as creating adaptation plans to ensure the Company's infrastructure is resilient to climate change.

### Climate-related risk management

Russian Railways regularly conducts analysis of failures in technical equipment and structures, including those caused by natural disasters.. These ongoing efforts, along with the implementation of various monitoring and analytics systems, have improved response quality. To assess the impact of changing climate factors and develop solutions for railway infrastructure operations, the Company has established a Competence Centre for Assessing the Exposure of Russian Railways' Railway Infrastructure to External Factors. This centre collaborates with dedicated scientific institutes,



bringing together significant expertise from the scientific community in climate change and engineering solutions.

To analyse external climate factors, a forecasting system has been developed to evaluate their impact on rail transport and facilitate prompt responses. This system consists of the following components:

1. a 30-year observation database containing information on incidents (such as accidents, delays, and transport incidents) caused by external factors, along with details about infrastructure assets, including their technical and hydrological characteristics;
2. a set of analytical methods designed to forecast potential failure states of infrastructure assets;
3. decision-making models for creating and implementing adaptation plans, which encompass protective measures for assets and strategies for minimising risks of their failure, informed by data from automated monitoring and alert systems.

A predictive monitoring system for the condition of artificial structures, using water throughput calculations, has been established as part of the Company's digitalisation programme (based on Russian Railways' Geoinformation Platform). It enables the monitoring of the water throughput of small artificial structures based on forecast precipitation levels. The existing hydrological monitoring system tracks water flow levels twice a day. In addition, a stationary monitoring system is being implemented to enable continuous measurements, fully automate the process, and automatically collect and visualise data.

Furthermore, modelling is used to assess the impact of external factors on the condition and reliability of engineering structures. This involves using models based on physical and mathematical similarity while considering potential changes in the characteristics of real-world structures.

The Company also monitors the state of the coastal areas, focusing on sediment movement (erosion) and channel processes in open waterways.

## Targets used to manage climate-related risks and opportunities

Russian Railways' Environmental Strategy through 2030 with an outlook through 2035 aims to achieve specific targets for GHG emissions per unit of transportation. It includes a comprehensive set of initiatives focused on electrifying railway lines, upgrading traction rolling stock, and implementing energy-saving measures designed to reduce per unit GHG emissions.

To demonstrate its commitment to climate goals and integrate climate action into corporate culture, the Company has included a 6.1% reduction in per unit GHG emissions by 2035 as a key performance indicator for senior management.

# Alignment with Guidelines of the Russian Ministry of Economic Development<sup>1</sup>

| No.           | Indicator                                                                                                                                                                                                                                                                | Report section and page / comments                               |
|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|
| Economic      |                                                                                                                                                                                                                                                                          |                                                                  |
| MED 1         | Revenue (or a similar indicator), RUB m                                                                                                                                                                                                                                  | Business model, p. 19                                            |
| MED 4         | Total R&D expenses, RUB m                                                                                                                                                                                                                                                | Innovation-driven development and digital transformation, p. 178 |
| MED 6         | Total accrued mandatory payments (except for fines and penalties), RUB m, including: <ul style="list-style-type: none"><li>• taxes and other charges;</li><li>• social contributions;</li><li>• other mandatory payments</li></ul>                                       | Responsible company, p. 169                                      |
| MED 7         | Total mandatory payments paid (except for fines and penalties), RUB m, including: <ul style="list-style-type: none"><li>• taxes and other charges;</li><li>• social contributions;</li><li>• other mandatory payments</li></ul>                                          | Responsible company, p. 169                                      |
| MED 8         | Share of Russian goods, work, and services in total procurement, %                                                                                                                                                                                                       | Procurement management, p. 173                                   |
| MED 9         | Share of goods, work, and services procured from SMEs in total procurement from Russian entities, %                                                                                                                                                                      | Procurement management, p. 174                                   |
| Environmental |                                                                                                                                                                                                                                                                          |                                                                  |
| MED 13        | Water consumption from all sources of water supply, thous. cu m                                                                                                                                                                                                          | Water resources, p. 73                                           |
| MED 14        | Recycled and recirculated water supply, thous. cu m, %                                                                                                                                                                                                                   | 2,910.1 thous. cu m<br>4.9%                                      |
| MED 15        | Total wastewater discharged, including untreated waste water, thous. cu m, %                                                                                                                                                                                             | Water resources, p. 74                                           |
| MED 17        | Total hazard class 1-5 waste generation, including: <ul style="list-style-type: none"><li>• Hazard class 1;</li><li>• Hazard class 2;</li><li>• Hazard class 3;</li><li>• Hazard class 4;</li><li>• Hazard class 5;</li></ul>                                            | Waste management, p. 70                                          |
| MED 18        | Total hazard class 1-5 waste handled, kt, including: <ul style="list-style-type: none"><li>• disposed waste;</li><li>• decontaminated waste;</li><li>• buried waste;</li><li>• reused waste;</li><li>• recycled waste;</li><li>• reduction of waste generation</li></ul> | Waste management, p. 71                                          |
| MED 19        | Emission load from stationary pollution sources, kt                                                                                                                                                                                                                      | Air protection, p. 67                                            |
| MED 20        | GHG emissions, thous. t CO <sub>2</sub> -eq.                                                                                                                                                                                                                             | Climate action, p. 61                                            |

<sup>1</sup> Order of the Russian Ministry of Economic Development No. 764 dated 1 November 2023



| No.           | Indicator                                                                                                                                                                                                                                                                                                            | Report section and page / comments                                                                                                                                                                                                                                                                                                                                                                  |
|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>MED 21</b> | Total environmental protection expenditures, RUB '000, including: <ul style="list-style-type: none"><li>atmospheric air protection and climate change prevention;</li><li>wastewater collection and treatment;</li><li>waste management;</li><li>biodiversity conservation and protection of natural areas</li></ul> | Total: RUB 1,764,690,146: <ul style="list-style-type: none"><li>atmospheric air protection and climate change prevention – RUB 290,759,261;</li><li>wastewater collection and treatment – 597,937,076;</li><li>waste management – RUB 251,454,413;</li><li>conservation of biodiversity and protection of natural areas – RUB 176,000.</li></ul>                                                    |
| <b>MED 22</b> | Consumption of renewable and low-carbon energy, kWh, %                                                                                                                                                                                                                                                               | 87.2% of trains operate on electric power. Breakdown of purchased electricity by generation source: <ul style="list-style-type: none"><li>coal-fired thermal power plants – 24.4%;</li><li>gas-fired thermal power plants – 35.6%;</li><li>nuclear power plants – 14.7%;</li><li>hydroelectric power plants – 24.7%;</li><li>solar power plants – 0.2%;</li><li>wind power plants – 0.4%.</li></ul> |
| Social        |                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>MED 25</b> | Average headcount, including people with disabilities                                                                                                                                                                                                                                                                | Partially disclosed. Reported figures reflect total average headcount.<br><br>Personnel structure and turnover, p. 94                                                                                                                                                                                                                                                                               |
| <b>MED 26</b> | Average salary, RUB '000, including: <ul style="list-style-type: none"><li>By occupation group</li><li>By gender</li><li>By age group</li></ul>                                                                                                                                                                      | Partially disclosed. Reported figures reflect average monthly salary.<br><br>Remuneration and incentive system, p. 95                                                                                                                                                                                                                                                                               |
| <b>MED 27</b> | Total health and safety expenses, including average costs per employee, RUB'000                                                                                                                                                                                                                                      | Labour conditions and occupational safety improvement, p. 119                                                                                                                                                                                                                                                                                                                                       |
| <b>MED 29</b> | Occupational injuries involving lost time of one business day or more and fatalities, including fatalities                                                                                                                                                                                                           | Occupational injuries, p. 116                                                                                                                                                                                                                                                                                                                                                                       |
| <b>MED 30</b> | Total employee training expenses, including average costs per employee, RUB'000                                                                                                                                                                                                                                      | Personnel training and development, p. 98                                                                                                                                                                                                                                                                                                                                                           |
| <b>MED 31</b> | Average hours of training per year per employee <ul style="list-style-type: none"><li>Blue- and white-collar employees</li><li>Managers and office workers</li></ul>                                                                                                                                                 | Personnel training and development, p. 99                                                                                                                                                                                                                                                                                                                                                           |
| <b>MED 32</b> | Share of employees covered by collective bargaining agreements in total average headcount, %                                                                                                                                                                                                                         | Social support, p. 100                                                                                                                                                                                                                                                                                                                                                                              |

| No.           | Indicator                                                                                                                 | Report section and page / comments                                                                                                                                                                                                                              |
|---------------|---------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Governance    |                                                                                                                           |                                                                                                                                                                                                                                                                 |
| <b>MED 35</b> | Availability of a sustainable development policy and/or other strategic documents in this area                            | Sustainable development management, p. 27                                                                                                                                                                                                                       |
| <b>MED 36</b> | Number of Board of Directors meetings and the attendance rate                                                             | In 2024, Russian Railways' Board of Directors held 13 meetings.<br><br>The Company does not disclose attendance rates for Board meetings in line with Decree No. 1102 of the Russian Government dated 4 July 2023.                                              |
| <b>MED 37</b> | Total number of directors, including age structure                                                                        | Corporate governance, p. 151                                                                                                                                                                                                                                    |
| <b>MED 38</b> | Number of the Audit Committee meetings and the attendance rate                                                            | In 2024, the Board of Directors' Audit and Risk Committee of Russian Railways held eight meetings.<br><br>The Company does not disclose attendance rates for Board committee meetings in line with Decree No. 1102 of the Russian Government dated 4 July 2023. |
| <b>MED 39</b> | Inclusion into sustainable development (ESG) indices and ratings                                                          | Sustainable development management, p. 32                                                                                                                                                                                                                       |
| <b>MED 40</b> | Recorded violations of the rights of indigenous minorities in the Russian Federation                                      | N/a                                                                                                                                                                                                                                                             |
| <b>MED 41</b> | Percentage of employees in positions with high corruption risk, %                                                         | As at 31 December 31 – 502 employees                                                                                                                                                                                                                            |
| <b>MED 43</b> | Number of administrative proceedings against the Company, its subsidiaries and affiliates for corruption offences         | Anti-corruption, p. 159                                                                                                                                                                                                                                         |
| <b>MED 44</b> | Percentage of female managers in the total number of managers, including on the Board of Directors (Supervisory Board), % | Corporate governance, p. 151, 153<br><br>Annex to the Social and HR Policy section, p. 217                                                                                                                                                                      |



# Annex to the Energy Efficiency section

## Consumption of fuel and energy resources in 2023–2024 in volume terms

| Resource type                                                          | Physical unit of measurement | 2023            | 2024            | 2024 vs 2023 (±%) |
|------------------------------------------------------------------------|------------------------------|-----------------|-----------------|-------------------|
| <b>Electrical energy, total</b>                                        | <b>m kW*h</b>                | <b>51,503.9</b> | <b>50,937.3</b> | <b>−1.1</b>       |
| for train traction                                                     | m kW*h                       | 44,971.3        | 44,298.7        | −1.5              |
| • incl. other owners of multiple units¹                                | m kW*h                       | 1,353.2         | 1,629.0         | 20.4              |
| for non-traction use                                                   | m kW*h                       | 6,532.6         | 6,638.5         | 1.6               |
| <b>Diesel fuel, total</b>                                              | <b>kt</b>                    | <b>2,635.2</b>  | <b>2,570.6</b>  | <b>−2.5</b>       |
| for train traction                                                     | kt                           | 2,443.2         | 2,365.7         | −3.2              |
| for non-traction use                                                   | kt                           | 192.0           | 204.9           | 6.7               |
| • excluding consumption by service companies                           | kt                           | 156.6           | 175.9           | 12.4              |
| <b>Diesel fuel (excluding consumption by service companies), total</b> | <b>kt</b>                    | <b>2,599.8</b>  | <b>2,541.6</b>  | <b>−2.2</b>       |
| <b>Coal, total</b>                                                     | <b>kt</b>                    | <b>564.1</b>    | <b>545.9</b>    | <b>−3.2</b>       |
| for train traction                                                     | kt                           | 17.0            | 15.1            | −11.4             |
| for non-traction use                                                   | kt                           | 547.1           | 530.8           | −3.0              |
| • excluding consumption by utilities                                   | kt                           | 500.3           | 486.6           | −2.7              |
| Fuel oil                                                               | kt                           | 188.7           | 166.0           | −12.0             |
| Natural gas                                                            | mcm                          | 372.8           | 381.5           | 2.3               |
| Petrol                                                                 | kt                           | 36.1            | 36.3            | 0.7               |
| Third-party heat energy                                                | m Gcal                       | 2.1             | 2.1             | 2.0               |

## Consumption of fuel and energy resources in 2023–2024, GJ

GRI 302–1

| Resource type            | 2023               | 2024               |
|--------------------------|--------------------|--------------------|
| Electrical energy, total | 185,414,068        | 183,374,206        |
| Diesel fuel, total       | 111,958,186        | 109,209,842        |
| Coal²                    | 11,371,176         | 11,004,176         |
| Fuel oil                 | 7,575,185          | 6,662,388          |
| Natural gas              | 12,605,250         | 12,899,908         |
| Petrol                   | 1,606,672          | 1,618,359          |
| Third-party heat energy  | 8,643,454          | 8,815,401          |
| <b>Total</b>             | <b>339,173,992</b> | <b>333,584,280</b> |

¹ Multiple Unit Trains.

² Including consumption by utilities.

## Consumption of fuel and energy resources for heat generation by Russian Railways’ structural units in 2023–2024

GRI 302–1

| Resource type     | Unit of measurement | 2023  | 2024  |
|-------------------|---------------------|-------|-------|
| Coal              | kt                  | 453.0 | 441.2 |
| Natural gas       | mcm                 | 372.3 | 379.9 |
| Fuel oil          | kt                  | 188.5 | 165.3 |
| Diesel fuel       | kt                  | 5.0   | 6.9   |
| Electrical energy | m kWh               | 817.1 | 832.1 |
| Other sources     | kt                  | 2.2   | 2.3   |

## Consumption of fuel and energy resources for heat generation in 2023–2024, GJ

GRI 302–1

| Resource type     | 2023       | 2024       |
|-------------------|------------|------------|
| Coal              | 9,131,848  | 8,893,057  |
| Natural gas       | 12,586 621 | 12,843,818 |
| Fuel oil          | 7,566,084  | 6,636,859  |
| Diesel fuel       | 212,831    | 293,116    |
| Electrical energy | 2,941,444  | 2,995,492  |
| Other sources     | 31,387     | 32,829     |



Targets in energy savings and energy efficiency to be achieved through the Energy Savings and Energy Efficiency Programme of Russian Railways

GRI 302–4

| Savings by fuel and energy type |                         |                    |          |                             |          |                |         |           |        |             |        |                        |        |                   |         |         |        |                                                     |        |           |           |
|---------------------------------|-------------------------|--------------------|----------|-----------------------------|----------|----------------|---------|-----------|--------|-------------|--------|------------------------|--------|-------------------|---------|---------|--------|-----------------------------------------------------|--------|-----------|-----------|
| No.                             | Branch/unit             | Expenses, RUB `000 |          | Electrical energy, `000 kWh |          | Diesel fuel, t |         | Petrol, t |        | Fuel oil, t |        | Natural gas, `000 cu m |        | Heat energy, Gcal |         | Coal, t |        | Other types of fuel and energy, t of reference fuel |        | Total, GJ |           |
|                                 |                         | Plan               | Actual   | Plan                        | Actual   | Plan           | Actual  | Plan      | Actual | Plan        | Actual | Plan                   | Actual | Plan              | Actual  | Plan    | Actual | Plan                                                | Actual | Plan      | Actual    |
| 1                               | E-Sib. Rail             | 232.8              | 232.8    | 302.3                       | 318.5    | 7.0            | 7.3     | 9.0       | 9.2    |             |        |                        |        | 3,739.0           | 3,857.2 | 3.0     | 3.1    |                                                     |        | 17,511.1  | 18,092.6  |
| 2                               | Gork. Rail              | 520.0              | 520.0    | 665.6                       | 667.9    | 4.0            | 4.1     | 4.0       | 4.0    |             |        |                        |        | 1,090.4           | 1,094.9 | 8.0     | 8.4    |                                                     |        | 7,474.7   | 7,515.5   |
| 3                               | F-East. Rail            | 216.6              | 219.7    | 356.1                       | 362.4    | 17.4           | 18.4    | 2.5       | 2,6    | 4.5         | 4.8    |                        |        | 1,281.0           | 1,323.1 | 103.6   | 107.5  |                                                     |        | 9,769.1   | 10,106.0  |
| 4                               | T-Baik. Rail            | 85.5               | 602.9    | 417.7                       | 430.4    | 6.0            | 6.3     | 3.1       | 3.2    |             |        |                        |        | 1,055.0           | 1,072.1 | 35.5    | 36.3   |                                                     |        | 7,032.3   | 7,185.4   |
| 5                               | W-Sib. Rail             | 13.2               | 11.6     | 1,466.8                     | 1,494.8  | 5.9            | 6.1     | 5.1       | 5.2    |             |        | 1.6                    | 1.7    | 1,894.6           | 1,923.0 | 5.0     | 5.0    |                                                     |        | 13,851.8  | 14,088.7  |
| 6                               | Kuyb. Rail              | 2,575.8            | 2,669.8  | 419.2                       | 436.7    | 6.0            | 6.1     | 5.0       | 5.2    | 3.0         | 3.1    | 0.4                    | 0.4    | 1,033.8           | 1,065.5 | 1.0     | 1.0    |                                                     |        | 6,472.6   | 6,685.3   |
| 7                               | KIng. Rail              | 55,929.0           | 8.0      | 119.1                       | 119.2    | 1.9            | 1.9     | 1.0       | 1.0    | 6.2         | 6.3    | 88.4                   | 90.6   | 89.6              | 91.9    | 40.9    | 40.9   |                                                     |        | 4,994.4   | 5,084.0   |
| 8                               | Kras. Rail              | 0.0                | 0.0      | 240.5                       | 254.5    | 5.0            | 5.1     | 3.0       | 3.1    |             |        |                        |        | 914.9             | 942.4   | 20.0    | 20.6   |                                                     |        | 5,448.5   | 5,637.1   |
| 9                               | Moscow Rail             | 2,698.8            | 2,731.3  | 861.5                       | 873.6    | 11.5           | 11.6    | 1.7       | 1.7    |             |        | 6.1                    | 6.1    | 1,437.2           | 1,647.0 | 0.7     | 0.7    |                                                     |        | 9,907.9   | 10,837.0  |
| 10                              | Okt. Rail               | 533.6              | 533.6    | 1,667.4                     | 1,692.9  | 9.0            | 9.2     | 3.3       | 3.3    |             |        |                        |        | 3,008.7           | 3,073.2 | 54.9    | 56.0   |                                                     |        | 20,243.9  | 20,636.3  |
| 11                              | Priv. Rail              | 0.0                | 0.0      | 117.5                       | 118.5    | 3.0            | 3.1     | 3.0       | 3.9    |             |        | 1.8                    | 1.8    | 198.0             | 197.8   | 8.0     | 8.0    |                                                     |        | 1,736.8   | 1,781.3   |
| 12                              | Sverd. Rail             | 0.0                | 0.0      | 626.4                       | 637.6    | 5.7            | 5.9     | 8.1       | 8.2    |             |        | 1.9                    | 0.9    | 3,028.1           | 3,095.5 | 13.0    | 13.3   |                                                     |        | 15 873,0  | 16,179.5  |
| 13                              | North. Rail             | 4,341.8            | 4,341.8  | 580.6                       | 591.5    | 5.0            | 5.1     | 3.0       | 3.0    |             |        | 2.7                    | 2.8    | 1,427.3           | 1,471.8 | 53.0    | 53.8   |                                                     |        | 9,575.6   | 9,823.0   |
| 14                              | N-Caucas. Rail          | 0.0                | 0.0      | 311.9                       | 321.0    | 9.4            | 9.5     | 11.4      | 11.7   |             |        | 54.0                   | 55.1   | 410.0             | 417.1   | 38.0    | 38.6   | 8.2                                                 | 8.2    | 6,581.1   | 6,711.1   |
| 15                              | S-East. Rail            | 0.0                | 194.0    | 151.3                       | 154.9    | 4.0            | 4.1     | 3.0       | 3.1    |             |        | 13.8                   | 14.1   | 698.1             | 712.0   | 8.0     | 8.1    |                                                     |        | 4,401.9   | 4,493.8   |
| 16                              | S-Urals. Rail           | 84.3               | 88.8     | 591.5                       | 603.3    | 2.0            | 2.0     | 1.0       | 1.1    |             |        |                        |        | 2,293.5           | 2,309.2 | 2.3     | 2.4    |                                                     |        | 11,915.3  | 12,028.7  |
| 17                              | Cent. Dir. of Infrastr. | 97,989.4           | 98,059.0 | 33,484.7                    | 34,484.1 | 2,649.3        | 2,706.9 | 413.7     | 427.2  | 26.0        | 26.9   | 9.8                    | 9.7    | 8,874.8           | 9,126.0 | 741.7   | 760.7  |                                                     |        | 305,033.6 | 313,145.1 |
| 18                              | Adm. Dep.               | 2,094.8            | 2,094.8  | 134.0                       | 135.9    | 0.6            | 0.6     | 9.4       | 9.6    |             |        | 8.5                    | 8.8    | 340.1             | 352.3   |         |        |                                                     |        | 2,640.3   | 2,718.1   |
| 19                              | Centr. Dir.             | 0.0                | 0.0      | 14,077.1                    | 14,361.7 |                |         | 0.1       | 0.1    |             |        |                        |        | 365.6             | 373.3   | 0.5     | 0.5    |                                                     |        | 52,225.6  | 53,282.7  |
| 20                              | Term. & Warehouse Dir.  | 1,003.1            | 953.1    | 579.0                       | 594.3    | 169.1          | 174.1   | 3.6       | 3.7    |             |        | 4.0                    | 4.1    | 737.2             | 758.1   | 80.9    | 82.9   |                                                     |        | 14,283.6  | 14,683.9  |
| 21                              | Track Overhauls Dir.    | 680.4              | 681.1    | 976.6                       | 1,004.7  | 918.2          | 943.2   | 94.3      | 97.4   |             |        | 13.6                   | 14.0   | 840.2             | 864.7   | 473.5   | 486.9  |                                                     |        | 60,250.1  | 61,939.6  |



| Savings by fuel and energy type |                                  |                    |           |                             |           |                |          |           |        |             |         |                        |          |                   |          |         |         |                                                     |         |             |             |
|---------------------------------|----------------------------------|--------------------|-----------|-----------------------------|-----------|----------------|----------|-----------|--------|-------------|---------|------------------------|----------|-------------------|----------|---------|---------|-----------------------------------------------------|---------|-------------|-------------|
| No.                             | Branch/unit                      | Expenses, RUB `000 |           | Electrical energy, `000 kWh |           | Diesel fuel, t |          | Petrol, t |        | Fuel oil, t |         | Natural gas, `000 cu m |          | Heat energy, Gcal |          | Coal, t |         | Other types of fuel and energy, t of reference fuel |         | Total, GJ   |             |
|                                 |                                  | Plan               | Actual    | Plan                        | Actual    | Plan           | Actual   | Plan      | Actual | Plan        | Actual  | Plan                   | Actual   | Plan              | Actual   | Plan    | Actual  | Plan                                                | Actual  | Plan        | Actual      |
| 22                              | Multip. Un. Trains Dir.          | 1,812.5            | 66.4      | 4,836.6                     | 4,985.8   | 28.7           | 29.8     | 1.0       | 1.1    |             |         | 41.2                   | 42.1     | 557.3             | 568.0    | 129.0   | 131.1   |                                                     |         | 25,007.1    | 25,709.5    |
| 23                              | Pass. Serv. Dir.                 | 2,644.8            | 2,644.8   | 2,632.7                     | 2,691.5   | 2.7            | 2.8      | 2.6       | 2.7    |             |         | 1.8                    | 1.8      | 1,335.8           | 1,367.0  |         |         |                                                     |         | 15,364.8    | 15,717.2    |
| 24                              | Rail. Stat. Dir.                 | 0.0                | 0.0       | 3,414.9                     | 3,494.6   |                |          | 1.3       | 1.4    |             |         | 0.6                    | 0.6      | 6,412.6           | 6,600.4  | 0.4     | 0.4     |                                                     |         | 39,248.0    | 40,324.2    |
| 25                              | Rail. Upgr. Dir.                 | 0.0                | 0.0       |                             |           | 0.9            | 0.8      | 2.6       | 1.5    |             |         |                        |          |                   |          |         |         |                                                     |         | 153.2       | 101.0       |
| 26                              | Comm. Netw. Dir.                 | 0.0                | 0.0       |                             |           |                |          | 1.6       | 1.7    |             |         |                        |          |                   |          |         |         |                                                     |         | 69.9        | 74.2        |
| 27                              | Rail. Electr. Overhaul Dir.      | 0.0                | 0.0       | 40.7                        | 41.2      | 12.9           | 13.1     | 6.4       | 6.4    |             |         |                        |          | 156.3             | 158.3    |         |         |                                                     |         | 1,632.1     | 1,655.8     |
| 28                              | Hi-Speed Trans. Dir.             | 0.0                | 0.0       | 1,160.0                     | 1,249.5   | 8.1            | 8.1      |           |        |             |         |                        |          | 19.0              | 20.0     |         |         |                                                     |         | 4,598.6     | 4,925.0     |
| 29                              | Traction Dir.                    | 0.0                | 0.0       | 514,031.7                   | 533,492.6 | 40,141.6       | 40,541.5 | 2.0       | 2.1    |             |         | 0.5                    | 0.5      | 7,012.2           | 6,558.5  | 9.5     | 9.7     |                                                     |         | 3,585,613.1 | 3,670,769.2 |
| 30                              | Traction Repair. Dir.            | 0.0                | 0.0       | 32.1                        | 33.2      | 13.2           | 13.6     | 2.2       | 2.2    |             |         |                        |          | 189.1             | 192.6    |         |         |                                                     |         | 1,564.3     | 1,603.5     |
| 31                              | Procur. Dir.                     | 37.8               | 37.8      | 258.5                       | 265.4     | 17.5           | 18.0     | 3.6       | 3.8    |             |         | 3.7                    | 3.7      | 891.1             | 910.3    | 6.8     | 6.9     |                                                     |         | 5,828.3     | 5,967.2     |
| 32                              | Transenergo                      | 66,826.7           | 67,501.3  | 4,138.8                     | 4,228.9   | 269.8          | 276.6    | 84.2      | 86.6   |             |         |                        |          | 1,185.0           | 1,241.0  |         |         |                                                     |         | 35,075.8    | 36,028.8    |
| 33                              | Main Computing Centre            | 64.8               | 73.0      | 627.6                       | 660.9     |                |          | 0.6       | 0.6    |             |         |                        |          | 344.9             | 356.6    |         |         |                                                     |         | 3,729.6     | 3,899.6     |
| 34                              | Telecom. Dir.                    | 41.3               | 50.9      | 1,681.9                     | 1,738.9   | 2.5            | 2.6      | 62.6      | 64.6   |             |         |                        |          | 116.3             | 120.7    |         |         |                                                     |         | 9,435.1     | 9,755.4     |
| 35                              | Corp. Transp. Serv. Centre       | 6.4                | 1.6       | 21.0                        | 21.5      |                |          |           |        |             |         |                        |          |                   |          |         |         |                                                     |         | 75.5        | 77.5        |
| 36                              | Eng. Design Centre for Infrastr. | 0.0                | 0.0       |                             |           | 0.0            | 0.0      |           |        |             |         |                        |          | 45.0              | 45.4     |         |         |                                                     |         | 190.2       | 192.0       |
| 37                              | Eng. Design Centre for Locom.    | 0.0                | 0.0       | 13.6                        | 13.6      | 0.4            | 0.4      | 0.1       | 0.1    |             |         |                        |          | 49.8              | 50.8     |         |         |                                                     |         | 280.1       | 285.1       |
| 38                              | Eng. Design Centre for Railcars  | 0.0                | 0.0       |                             |           |                |          |           |        |             |         |                        |          |                   |          |         |         |                                                     |         |             |             |
| 39                              | Eng. Design Centre for Pass.     | 0.0                | 0.0       |                             |           |                |          |           |        |             |         |                        |          |                   |          |         |         |                                                     |         |             |             |
| 40                              | Digit. Serv. Centre              | 0.0                | 0.0       |                             |           | 0.4            | 0.5      |           |        |             |         |                        |          | 5.0               | 5.1      |         |         |                                                     |         | 39.5        | 41.4        |
| 41                              | Env. Protect. Centre             | 0.0                | 0.0       | 7.3                         | 7.3       | 9.0            | 9.2      |           |        |             |         | 2.8                    | 2.9      | 8.0               | 8.2      |         |         |                                                     |         | 537.5       | 546.0       |
| 42                              | NOD-4                            | 0.0                | 0.0       | 2,769.0                     | 2,835.9   | 29.8           | 30.6     | 5.0       | 5.2    | 4.0         | 4.2     |                        |          | 527.0             | 547.2    | 5.5     | 5.6     |                                                     |         | 13,936.1    | 14,315.7    |
| 43                              | Heat&Water Supp. Dir.            | 2,401.9            | 759.0     | 9,764.6                     | 9,898.9   | 164.9          | 165.7    | 5.9       | 6.0    | 5,497.5     | 5,582.4 | 12,848.6               | 13,031.1 | 2,070.4           | 2,098.4  | 6,654.1 | 6,773.5 | 5,971.3                                             | 5,971.4 | 1,015,304.1 | 1,027,932.7 |
| Total                           |                                  | 242,835.4          | 185,077.2 | 603,577.4                   | 625,318.3 | 44,542.5       | 45,043.8 | 769.9     | 793.6  | 5,541.2     | 5,627.7 | 13,105.8               | 13,292.9 | 55,681.9          | 56,616.4 | 8,496.8 | 8,661.9 | 5,979.6                                             | 5,979.6 | 5,344,906.2 | 5,462,575.8 |



# Annex to the Social and HR Policy section

New employee hires by region, gender and age in 2024

GRI 401-1

| Region                             | Number of people | Share, % | Men              |          |                  |          |                  |          | Women            |          |                  |          |                  |          |
|------------------------------------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|
|                                    |                  |          | Under 30         |          | 31–50 years      |          | Over 50          |          | Under 30         |          | 31–50 years      |          | Over 50          |          |
|                                    |                  |          | Number of people | Share, % | Number of people | Share, % | Number of people | Share, % | Number of people | Share, % | Number of people | Share, % | Number of people | Share, % |
| Russian Railways                   | 118,844          | 100.0    | 48,204           | 40.5     | 26,465           | 22.3     | 9,228            | 7.8      | 15,490           | 13.0     | 13,906           | 11.7     | 5,551            | 4.7      |
| Republic of Adygeya                | 48               | 0.04     | 25               | 0.02     | 7                | 0.01     | 4                | 0.00     | 2                | 0.00     | 9                | 0.01     | 1                | 0.00     |
| Republic of Bashkortostan          | 2,165            | 1.8      | 734              | 0.62     | 517              | 0.44     | 241              | 0.20     | 285              | 0.24     | 279              | 0.23     | 109              | 0.09     |
| Republic of Buryatia               | 2,105            | 1.8      | 766              | 0.64     | 515              | 0.43     | 142              | 0.12     | 303              | 0.25     | 266              | 0.22     | 113              | 0.10     |
| Altai Republic                     | 138              | 0.1      | 23               | 0.02     | 19               | 0.02     | 5                | 0.00     | 37               | 0.03     | 39               | 0.03     | 15               | 0.01     |
| Republic of Dagestan               | 412              | 0.3      | 189              | 0.16     | 121              | 0.10     | 50               | 0.04     | 10               | 0.01     | 27               | 0.02     | 15               | 0.01     |
| Republic of Ingushetia             | 4                | 0.0      | 1                | 0.00     | 1                | 0.00     | 0                | 0.00     | 1                | 0.00     | 0                | 0.00     | 1                | 0.00     |
| Kabardino-Balkarian Republic       | 184              | 0.2      | 73               | 0.06     | 62               | 0.05     | 16               | 0.01     | 11               | 0.01     | 16               | 0.01     | 6                | 0.01     |
| Republic of Kalmykia               | 18               | 0.02     | 7                | 0.01     | 9                | 0.01     | 2                | 0.00     | 0                | 0.00     | 0                | 0.00     | 0                | 0.00     |
| Karachay-Cherkess Republic         | 14               | 0.012    | 2                | 0.00     | 5                | 0.00     | 0                | 0.00     | 1                | 0.00     | 5                | 0.00     | 1                | 0.00     |
| Republic of Karelia                | 1,281            | 1.1      | 519              | 0.44     | 371              | 0.31     | 128              | 0.11     | 98               | 0.08     | 124              | 0.10     | 41               | 0.03     |
| Komi Republic                      | 919              | 0.8      | 433              | 0.36     | 258              | 0.22     | 34               | 0.03     | 76               | 0.06     | 96               | 0.08     | 22               | 0.02     |
| Mari El Republic                   | 96               | 0.1      | 20               | 0.02     | 15               | 0.01     | 9                | 0.01     | 29               | 0.02     | 9                | 0.01     | 14               | 0.01     |
| Republic of Mordovia               | 538              | 0.5      | 232              | 0.20     | 141              | 0.12     | 48               | 0.04     | 45               | 0.04     | 53               | 0.04     | 19               | 0.02     |
| Republic of Sakha (Yakutia)        | 137              | 0.1      | 47               | 0.04     | 33               | 0.03     | 9                | 0.01     | 22               | 0.02     | 23               | 0.02     | 3                | 0.00     |
| Republic of North Ossetia – Alania | 70               | 0.1      | 21               | 0.02     | 17               | 0.01     | 10               | 0.01     | 3                | 0.00     | 7                | 0.01     | 12               | 0.01     |
| Republic of Tatarstan              | 1,470            | 1.2      | 531              | 0.45     | 310              | 0.26     | 165              | 0.14     | 171              | 0.14     | 203              | 0.17     | 90               | 0.08     |
| Udmurt Republic                    | 683              | 0.6      | 256              | 0.22     | 169              | 0.14     | 79               | 0.07     | 81               | 0.07     | 77               | 0.06     | 21               | 0.02     |
| Republic of Khakassia              | 561              | 0.5      | 211              | 0.18     | 151              | 0.13     | 34               | 0.03     | 86               | 0.07     | 67               | 0.06     | 12               | 0.01     |
| Chechen Republic                   | 285              | 0.2      | 146              | 0.12     | 88               | 0.07     | 27               | 0.02     | 9                | 0.01     | 6                | 0.01     | 9                | 0.01     |
| Chuvash Republic                   | 363              | 0.3      | 103              | 0.09     | 113              | 0.10     | 60               | 0.05     | 20               | 0.02     | 41               | 0.03     | 26               | 0.02     |
| Altai Territory                    | 1,568            | 1.3      | 769              | 0.65     | 348              | 0.29     | 130              | 0.11     | 146              | 0.12     | 135              | 0.11     | 40               | 0.03     |
| Krasnodar Territory                | 4,045            | 3.4      | 1,532            | 1.29     | 679              | 0.57     | 387              | 0.33     | 544              | 0.46     | 523              | 0.44     | 380              | 0.32     |
| Krasnoyarsk Territory              | 3,613            | 3.0      | 1,574            | 1.32     | 867              | 0.73     | 203              | 0.17     | 507              | 0.43     | 379              | 0.32     | 83               | 0.07     |
| Primorye Territory                 | 2,990            | 2.5      | 1,199            | 1.01     | 694              | 0.58     | 190              | 0.16     | 433              | 0.36     | 342              | 0.29     | 132              | 0.11     |
| Stavropol Territory                | 796              | 0.7      | 312              | 0.26     | 125              | 0.11     | 84               | 0.07     | 85               | 0.07     | 117              | 0.10     | 73               | 0.06     |
| Khabarovsk Territory               | 5,457            | 4.6      | 2,026            | 1.70     | 1,741            | 1.46     | 369              | 0.31     | 594              | 0.50     | 540              | 0.45     | 187              | 0.16     |
| Amur Region                        | 4,483            | 3.8      | 1,697            | 1.43     | 1,445            | 1.22     | 306              | 0.26     | 453              | 0.38     | 420              | 0.35     | 162              | 0.14     |
| Arkhangelsk Region                 | 1,553            | 1.3      | 715              | 0.60     | 455              | 0.38     | 62               | 0.05     | 118              | 0.10     | 171              | 0.14     | 32               | 0.03     |
| Belgorod Region                    | 834              | 0.7      | 305              | 0.26     | 204              | 0.17     | 90               | 0.08     | 93               | 0.08     | 102              | 0.09     | 40               | 0.03     |
| Belgorod Region                    | 586              | 0.5      | 156              | 0.13     | 157              | 0.13     | 78               | 0.07     | 68               | 0.06     | 91               | 0.08     | 36               | 0.03     |
| Bryansk Region                     | 726              | 0.6      | 299              | 0.25     | 176              | 0.15     | 52               | 0.04     | 70               | 0.06     | 79               | 0.07     | 50               | 0.04     |





| Region                    | Number of people | Share, % | Men              |          |                  |          |                  |          | Women            |          |                  |          |                  |          |
|---------------------------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|
|                           |                  |          | Under 30         |          | 31–50 years      |          | Over 50          |          | Under 30         |          | 31–50 years      |          | Over 50          |          |
|                           |                  |          | Number of people | Share, % | Number of people | Share, % | Number of people | Share, % | Number of people | Share, % | Number of people | Share, % | Number of people | Share, % |
| Vladimir Region           | 788              | 0.7      | 271              | 0.23     | 179              | 0.15     | 103              | 0.09     | 99               | 0.08     | 80               | 0.07     | 56               | 0.05     |
| Volgograd Region          | 1,415            | 1.2      | 676              | 0.57     | 250              | 0.21     | 108              | 0.09     | 180              | 0.15     | 162              | 0.14     | 39               | 0.03     |
| Vologda Region            | 1,433            | 1.2      | 763              | 0.64     | 298              | 0.25     | 66               | 0.06     | 133              | 0.11     | 145              | 0.12     | 28               | 0.02     |
| Voronezh Region           | 1,943            | 1.6      | 796              | 0.67     | 301              | 0.25     | 186              | 0.16     | 276              | 0.23     | 283              | 0.24     | 101              | 0.08     |
| Ivanovo Region            | 291              | 0.2      | 146              | 0.12     | 42               | 0.04     | 32               | 0.03     | 44               | 0.04     | 20               | 0.02     | 7                | 0.01     |
| Irkutsk Region            | 4,948            | 4.2      | 2,161            | 1.82     | 1,243            | 1.05     | 254              | 0.21     | 551              | 0.46     | 597              | 0.50     | 142              | 0.12     |
| Kaliningrad Region        | 608              | 0.5      | 130              | 0.11     | 124              | 0.10     | 53               | 0.04     | 107              | 0.09     | 137              | 0.12     | 57               | 0.05     |
| Kaluga Region             | 495              | 0.4      | 210              | 0.18     | 100              | 0.08     | 45               | 0.04     | 73               | 0.06     | 42               | 0.04     | 25               | 0.02     |
| Kemerovo Region – Kuzbass | 3,431            | 2.9      | 1,519            | 1.28     | 772              | 0.65     | 193              | 0.16     | 412              | 0.35     | 425              | 0.36     | 110              | 0.09     |
| Kirov Region              | 906              | 0.8      | 353              | 0.30     | 208              | 0.18     | 80               | 0.07     | 106              | 0.09     | 113              | 0.10     | 46               | 0.04     |
| Kostroma Region           | 474              | 0.4      | 227              | 0.19     | 103              | 0.09     | 35               | 0.03     | 41               | 0.03     | 54               | 0.05     | 14               | 0.01     |
| Kurgan Region             | 869              | 0.7      | 347              | 0.29     | 160              | 0.13     | 79               | 0.07     | 127              | 0.11     | 111              | 0.09     | 45               | 0.04     |
| Kursk Region              | 589              | 0.5      | 281              | 0.24     | 138              | 0.12     | 40               | 0.03     | 54               | 0.05     | 63               | 0.05     | 13               | 0.01     |
| Leningrad Region          | 2,235            | 1.9      | 782              | 0.66     | 531              | 0.45     | 257              | 0.22     | 277              | 0.23     | 260              | 0.22     | 128              | 0.11     |
| Lipetsk Region            | 734              | 0.6      | 316              | 0.27     | 127              | 0.11     | 61               | 0.05     | 82               | 0.07     | 103              | 0.09     | 45               | 0.04     |
| Moscow Region             | 3,350            | 2.8      | 1,584            | 1.33     | 665              | 0.56     | 231              | 0.19     | 482              | 0.41     | 247              | 0.21     | 141              | 0.12     |
| Murmansk Region           | 938              | 0.8      | 358              | 0.30     | 256              | 0.22     | 85               | 0.07     | 87               | 0.07     | 122              | 0.10     | 30               | 0.03     |
| Nizhny Novgorod Region    | 2,100            | 1.8      | 764              | 0.64     | 347              | 0.29     | 199              | 0.17     | 332              | 0.28     | 293              | 0.25     | 165              | 0.14     |
| Novgorod Region           | 347              | 0.3      | 120              | 0.10     | 88               | 0.07     | 46               | 0.04     | 28               | 0.02     | 52               | 0.04     | 13               | 0.01     |
| Novosibirsk Region        | 3,334            | 2.8      | 1,604            | 1.35     | 580              | 0.49     | 190              | 0.16     | 496              | 0.42     | 337              | 0.28     | 127              | 0.11     |
| Omsk Region               | 1,567            | 1.3      | 747              | 0.63     | 279              | 0.23     | 106              | 0.09     | 268              | 0.23     | 126              | 0.11     | 41               | 0.03     |
| Orenburg Region           | 1,846            | 1.6      | 723              | 0.61     | 429              | 0.36     | 159              | 0.13     | 227              | 0.19     | 203              | 0.17     | 105              | 0.09     |
| Orel Region               | 322              | 0.3      | 173              | 0.15     | 62               | 0.05     | 19               | 0.02     | 26               | 0.02     | 31               | 0.03     | 11               | 0.01     |
| Penza Region              | 508              | 0.4      | 246              | 0.21     | 76               | 0.06     | 59               | 0.05     | 69               | 0.06     | 41               | 0.03     | 17               | 0.01     |
| Perm Territory            | 1,952            | 1.6      | 825              | 0.69     | 354              | 0.30     | 151              | 0.13     | 252              | 0.21     | 277              | 0.23     | 93               | 0.08     |
| Pskov Region              | 619              | 0.5      | 211              | 0.18     | 138              | 0.12     | 75               | 0.06     | 74               | 0.06     | 77               | 0.06     | 44               | 0.04     |
| Rostov Region             | 2,949            | 2.5      | 1,167            | 0.98     | 445              | 0.37     | 234              | 0.20     | 476              | 0.40     | 411              | 0.35     | 216              | 0.18     |
| Ryazan Region             | 660              | 0.6      | 285              | 0.24     | 125              | 0.11     | 56               | 0.05     | 87               | 0.07     | 78               | 0.07     | 29               | 0.02     |
| Samara Region             | 2,476            | 2.1      | 996              | 0.84     | 405              | 0.34     | 208              | 0.18     | 393              | 0.33     | 301              | 0.25     | 173              | 0.15     |
| Saratov Region            | 2,626            | 2.2      | 1,055            | 0.89     | 566              | 0.48     | 231              | 0.19     | 416              | 0.35     | 266              | 0.22     | 92               | 0.08     |
| Sakhalin Region           | 439              | 0.4      | 183              | 0.15     | 141              | 0.12     | 25               | 0.02     | 23               | 0.02     | 54               | 0.05     | 13               | 0.01     |
| Sverdlovsk Region         | 5,010            | 4.2      | 2,053            | 1.73     | 931              | 0.78     | 426              | 0.36     | 690              | 0.58     | 588              | 0.49     | 322              | 0.27     |
| Smolensk Region           | 745              | 0.6      | 307              | 0.26     | 144              | 0.12     | 69               | 0.06     | 99               | 0.08     | 80               | 0.07     | 46               | 0.04     |
| Tambov Region             | 708              | 0.6      | 257              | 0.22     | 156              | 0.13     | 80               | 0.07     | 85               | 0.07     | 99               | 0.08     | 31               | 0.03     |
| Tver Region               | 1,052            | 0.9      | 342              | 0.29     | 283              | 0.24     | 128              | 0.11     | 105              | 0.09     | 144              | 0.12     | 50               | 0.04     |
| Tomsk Region              | 153              | 0.1      | 84               | 0.07     | 31               | 0.03     | 4                | 0.00     | 22               | 0.02     | 9                | 0.01     | 3                | 0.00     |
| Tula Region               | 806              | 0.7      | 361              | 0.30     | 139              | 0.12     | 65               | 0.05     | 115              | 0.10     | 93               | 0.08     | 33               | 0.03     |
| Tyumen Region             | 1,222            | 1.0      | 540              | 0.45     | 280              | 0.24     | 100              | 0.08     | 114              | 0.10     | 155              | 0.13     | 33               | 0.03     |
| Ulyanovsk Region          | 432              | 0.4      | 136              | 0.11     | 99               | 0.08     | 42               | 0.04     | 40               | 0.03     | 81               | 0.07     | 34               | 0.03     |
| Chelyabinsk Region        | 4,013            | 3.4      | 1,438            | 1.21     | 786              | 0.66     | 350              | 0.29     | 605              | 0.51     | 570              | 0.48     | 264              | 0.22     |
| Trans-Baikal Territory    | 6,065            | 5.1      | 2,526            | 2.13     | 1,533            | 1.29     | 340              | 0.29     | 892              | 0.75     | 616              | 0.52     | 158              | 0.13     |
| Yaroslavl Region          | 1,810            | 1.5      | 545              | 0.46     | 268              | 0.23     | 99               | 0.08     | 460              | 0.39     | 322              | 0.27     | 116              | 0.10     |



| Region                               | Number of people | Share, % | Men              |          |                  |          |                  |          | Women            |          |                  |          |                  |          |
|--------------------------------------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|
|                                      |                  |          | Under 30         |          | 31–50 years      |          | Over 50          |          | Under 30         |          | 31–50 years      |          | Over 50          |          |
|                                      |                  |          | Number of people | Share, % | Number of people | Share, % | Number of people | Share, % | Number of people | Share, % | Number of people | Share, % | Number of people | Share, % |
| Moscow                               | 5,999            | 5.0      | 2,388            | 2.01     | 1,190            | 1.00     | 434              | 0.37     | 927              | 0.78     | 784              | 0.66     | 276              | 0.23     |
| St Petersburg                        | 2,991            | 2.5      | 1,238            | 1.04     | 469              | 0.39     | 251              | 0.21     | 457              | 0.38     | 347              | 0.29     | 229              | 0.19     |
| Jewish Autonomous Region             | 983              | 0.8      | 432              | 0.36     | 314              | 0.26     | 69               | 0.06     | 65               | 0.05     | 93               | 0.08     | 10               | 0.01     |
| Khanty-Mansi Autonomous Area – Yugra | 563              | 0.5      | 234              | 0.20     | 178              | 0.15     | 22               | 0.02     | 45               | 0.04     | 72               | 0.06     | 12               | 0.01     |
| Yamal-Nenets Autonomous Area         | 266              | 0.2      | 102              | 0.09     | 91               | 0.08     | 13               | 0.01     | 26               | 0.02     | 29               | 0.02     | 5                | 0.00     |
| N/A                                  | 692              | 0.6      | 279              | 0.23     | 228              | 0.19     | 56               | 0.05     | 44               | 0.04     | 67               | 0.06     | 18               | 0.02     |

New employee hires by region, gender and age in 2024

GRI 401–1

| Region                             | Number of people | Share, %     | Men              |             |                  |             |                  |             | Women            |            |                  |             |                  |            |
|------------------------------------|------------------|--------------|------------------|-------------|------------------|-------------|------------------|-------------|------------------|------------|------------------|-------------|------------------|------------|
|                                    |                  |              | Under 30         |             | 31–50 years      |             | Over 50          |             | Under 30         |            | 31–50 years      |             | Over 50          |            |
|                                    |                  |              | Number of people | Share, %    | Number of people | Share, %    | Number of people | Share, %    | Number of people | Share, %   | Number of people | Share, %    | Number of people | Share, %   |
| <b>Russian Railways</b>            | <b>126,662</b>   | <b>100.0</b> | <b>39,804</b>    | <b>31.4</b> | <b>34,885</b>    | <b>27.5</b> | <b>16,678</b>    | <b>13.2</b> | <b>12,163</b>    | <b>9.6</b> | <b>14,820</b>    | <b>11.7</b> | <b>8,312</b>     | <b>6.6</b> |
| Republic of Adygeya                | 44               | 0.03         | 15               | 0.01        | 11               | 0.01        | 4                | 0.00        | 3                | 0.00       | 6                | 0.00        | 5                | 0.00       |
| Republic of Bashkortostan          | 2,301            | 1.8          | 645              | 0.51        | 586              | 0.46        | 358              | 0.28        | 274              | 0.22       | 278              | 0.22        | 160              | 0.13       |
| Republic of Buryatia               | 2,343            | 1.8          | 703              | 0.56        | 703              | 0.56        | 249              | 0.20        | 252              | 0.20       | 281              | 0.22        | 155              | 0.12       |
| Altai Republic                     | 144              | 0.1          | 21               | 0.02        | 23               | 0.02        | 5                | 0.00        | 39               | 0.03       | 41               | 0.03        | 15               | 0.01       |
| Republic of Dagestan               | 348              | 0.3          | 115              | 0.09        | 121              | 0.10        | 72               | 0.06        | 9                | 0.01       | 19               | 0.02        | 12               | 0.01       |
| Republic of Ingushetia             | 3                | 0.0          | 1                | 0.00        | 0                | 0.00        | 0                | 0.00        | 0                | 0.00       | 1                | 0.00        | 1                | 0.00       |
| Kabardino-Balkarian Republic       | 185              | 0.1          | 65               | 0.05        | 66               | 0.05        | 25               | 0.02        | 2                | 0.00       | 17               | 0.01        | 10               | 0.01       |
| Republic of Kalmykia               | 20               | 0.02         | 7                | 0.01        | 4                | 0.00        | 8                | 0.01        | 0                | 0.00       | 0                | 0.00        | 1                | 0.00       |
| Karachay-Cherkess Republic         | 12               | 0.01         | 2                | 0.00        | 1                | 0.00        | 2                | 0.00        | 1                | 0.00       | 5                | 0.00        | 1                | 0.00       |
| Republic of Karelia                | 1,217            | 1.0          | 341              | 0.27        | 395              | 0.31        | 222              | 0.18        | 74               | 0.06       | 120              | 0.09        | 65               | 0.05       |
| Komi Republic                      | 879              | 0.7          | 273              | 0.22        | 308              | 0.24        | 101              | 0.08        | 50               | 0.04       | 95               | 0.08        | 52               | 0.04       |
| Mari El Republic                   | 99               | 0.1          | 16               | 0.01        | 15               | 0.01        | 16               | 0.01        | 26               | 0.02       | 12               | 0.01        | 14               | 0.01       |
| Republic of Mordovia               | 618              | 0.5          | 189              | 0.15        | 176              | 0.14        | 113              | 0.09        | 40               | 0.03       | 68               | 0.05        | 32               | 0.03       |
| Republic of Sakha (Yakutia)        | 145              | 0.1          | 33               | 0.03        | 54               | 0.04        | 15               | 0.01        | 12               | 0.01       | 23               | 0.02        | 8                | 0.01       |
| Republic of North Ossetia – Alania | 81               | 0.1          | 23               | 0.02        | 22               | 0.02        | 14               | 0.01        | 6                | 0.00       | 5                | 0.00        | 11               | 0.01       |
| Republic of Tatarstan              | 1,798            | 1.4          | 443              | 0.35        | 513              | 0.41        | 252              | 0.20        | 175              | 0.14       | 285              | 0.23        | 130              | 0.10       |
| Udmurt Republic                    | 789              | 0.6          | 272              | 0.21        | 253              | 0.20        | 99               | 0.08        | 55               | 0.04       | 74               | 0.06        | 36               | 0.03       |
| Republic of Khakassia              | 574              | 0.5          | 174              | 0.14        | 172              | 0.14        | 76               | 0.06        | 69               | 0.05       | 54               | 0.04        | 29               | 0.02       |
| Chechen Republic                   | 258              | 0.2          | 88               | 0.07        | 104              | 0.08        | 46               | 0.04        | 6                | 0.00       | 5                | 0.00        | 9                | 0.01       |
| Chuvash Republic                   | 444              | 0.4          | 98               | 0.08        | 142              | 0.11        | 103              | 0.08        | 23               | 0.02       | 35               | 0.03        | 43               | 0.03       |
| Altai Territory                    | 1,654            | 1.3          | 621              | 0.49        | 478              | 0.38        | 225              | 0.18        | 126              | 0.10       | 130              | 0.10        | 74               | 0.06       |
| Krasnodar Territory                | 4,520            | 3.6          | 1,363            | 1.08        | 1,033            | 0.82        | 557              | 0.44        | 516              | 0.41       | 623              | 0.49        | 428              | 0.34       |
| Krasnoyarsk Territory              | 3,515            | 2.8          | 1,172            | 0.93        | 986              | 0.78        | 468              | 0.37        | 379              | 0.30       | 353              | 0.28        | 157              | 0.12       |
| Primorye Territory                 | 3,000            | 2.4          | 855              | 0.68        | 874              | 0.69        | 349              | 0.28        | 329              | 0.26       | 376              | 0.30        | 217              | 0.17       |
| Stavropol Territory                | 862              | 0.7          | 245              | 0.19        | 186              | 0.15        | 143              | 0.11        | 69               | 0.05       | 120              | 0.09        | 99               | 0.08       |
| Khabarovsk Territory               | 4,870            | 3.8          | 1,446            | 1.14        | 1,632            | 1.29        | 523              | 0.41        | 470              | 0.37       | 548              | 0.43        | 251              | 0.20       |
| Amur Region                        | 4,409            | 3.5          | 1,373            | 1.08        | 1,595            | 1.26        | 528              | 0.42        | 324              | 0.26       | 394              | 0.31        | 195              | 0.15       |

<sup>1</sup> Turnover due to all reasons, including death, conscription, etc.



| Region                    | Number of people | Share, % | Men              |          |                  |          |                  |          | Women            |          |                  |          |                  |          |
|---------------------------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|
|                           |                  |          | Under 30         |          | 31–50 years      |          | Over 50          |          | Under 30         |          | 31–50 years      |          | Over 50          |          |
|                           |                  |          | Number of people | Share, % | Number of people | Share, % | Number of people | Share, % | Number of people | Share, % | Number of people | Share, % | Number of people | Share, % |
| Arkhangelsk Region        | 1,424            | 1.1      | 451              | 0.36     | 487              | 0.38     | 179              | 0.14     | 81               | 0.06     | 153              | 0.12     | 73               | 0.06     |
| Astrakhan Region          | 757              | 0.6      | 201              | 0.16     | 229              | 0.18     | 110              | 0.09     | 71               | 0.06     | 91               | 0.07     | 55               | 0.04     |
| Belgorod Region           | 641              | 0.5      | 120              | 0.09     | 185              | 0.15     | 145              | 0.11     | 42               | 0.03     | 95               | 0.08     | 54               | 0.04     |
| Bryansk Region            | 768              | 0.6      | 237              | 0.19     | 227              | 0.18     | 137              | 0.11     | 52               | 0.04     | 56               | 0.04     | 59               | 0.05     |
| Vladimir Region           | 918              | 0.7      | 245              | 0.19     | 245              | 0.19     | 190              | 0.15     | 66               | 0.05     | 81               | 0.06     | 91               | 0.07     |
| Volgograd Region          | 1,458            | 1.2      | 562              | 0.44     | 341              | 0.27     | 191              | 0.15     | 135              | 0.11     | 161              | 0.13     | 68               | 0.05     |
| Vologda Region            | 1,482            | 1.2      | 598              | 0.47     | 434              | 0.34     | 148              | 0.12     | 93               | 0.07     | 148              | 0.12     | 61               | 0.05     |
| Voronezh Region           | 2,200            | 1.7      | 674              | 0.53     | 512              | 0.40     | 348              | 0.27     | 233              | 0.18     | 289              | 0.23     | 144              | 0.11     |
| Ivanovo Region            | 293              | 0.2      | 105              | 0.08     | 69               | 0.05     | 40               | 0.03     | 35               | 0.03     | 29               | 0.02     | 15               | 0.01     |
| Irkutsk Region            | 4,964            | 3.9      | 1,682            | 1.33     | 1,537            | 1.21     | 520              | 0.41     | 423              | 0.33     | 554              | 0.44     | 248              | 0.20     |
| Kaliningrad Region        | 769              | 0.6      | 139              | 0.11     | 216              | 0.17     | 108              | 0.09     | 82               | 0.06     | 159              | 0.13     | 65               | 0.05     |
| Kaluga Region             | 528              | 0.4      | 204              | 0.16     | 140              | 0.11     | 55               | 0.04     | 61               | 0.05     | 38               | 0.03     | 30               | 0.02     |
| Kemerovo Region – Kuzbass | 3,420            | 2.7      | 1,240            | 0.98     | 919              | 0.73     | 342              | 0.27     | 310              | 0.24     | 426              | 0.34     | 183              | 0.14     |
| Kirov Region              | 1,112            | 0.9      | 374              | 0.30     | 302              | 0.24     | 158              | 0.12     | 83               | 0.07     | 127              | 0.10     | 68               | 0.05     |
| Kostroma Region           | 566              | 0.4      | 200              | 0.16     | 170              | 0.13     | 77               | 0.06     | 32               | 0.03     | 50               | 0.04     | 37               | 0.03     |
| Kurgan Region             | 1,142            | 0.9      | 347              | 0.27     | 332              | 0.26     | 195              | 0.15     | 88               | 0.07     | 115              | 0.09     | 65               | 0.05     |
| Kursk Region              | 618              | 0.5      | 231              | 0.18     | 151              | 0.12     | 126              | 0.10     | 26               | 0.02     | 50               | 0.04     | 34               | 0.03     |
| Leningrad Region          | 2,442            | 1.9      | 726              | 0.57     | 677              | 0.53     | 367              | 0.29     | 226              | 0.18     | 291              | 0.23     | 155              | 0.12     |
| Lipetsk Region            | 935              | 0.7      | 295              | 0.23     | 252              | 0.20     | 140              | 0.11     | 66               | 0.05     | 115              | 0.09     | 67               | 0.05     |
| Moscow Region             | 3,379            | 2.7      | 1,256            | 0.99     | 867              | 0.68     | 396              | 0.31     | 398              | 0.31     | 261              | 0.21     | 201              | 0.16     |
| Murmansk Region           | 864              | 0.7      | 226              | 0.18     | 290              | 0.23     | 138              | 0.11     | 51               | 0.04     | 112              | 0.09     | 47               | 0.04     |
| Nizhny Novgorod Region    | 2,479            | 2.0      | 653              | 0.52     | 598              | 0.47     | 374              | 0.30     | 256              | 0.20     | 363              | 0.29     | 235              | 0.19     |
| Novgorod Region           | 360              | 0.3      | 103              | 0.08     | 97               | 0.08     | 73               | 0.06     | 23               | 0.02     | 45               | 0.04     | 19               | 0.02     |
| Novosibirsk Region        | 3,661            | 2.9      | 1,386            | 1.09     | 870              | 0.69     | 427              | 0.34     | 368              | 0.29     | 405              | 0.32     | 205              | 0.16     |
| Omsk Region               | 1,660            | 1.3      | 608              | 0.48     | 382              | 0.30     | 218              | 0.17     | 212              | 0.17     | 176              | 0.14     | 64               | 0.05     |
| Orenburg Region           | 1,810            | 1.4      | 528              | 0.42     | 511              | 0.40     | 272              | 0.21     | 165              | 0.13     | 199              | 0.16     | 135              | 0.11     |
| Orel Region               | 323              | 0.3      | 127              | 0.10     | 77               | 0.06     | 52               | 0.04     | 13               | 0.01     | 28               | 0.02     | 26               | 0.02     |
| Penza Region              | 638              | 0.5      | 208              | 0.16     | 157              | 0.12     | 108              | 0.09     | 74               | 0.06     | 60               | 0.05     | 31               | 0.02     |
| Perm Territory            | 2,456            | 1.9      | 800              | 0.63     | 679              | 0.54     | 341              | 0.27     | 182              | 0.14     | 298              | 0.24     | 156              | 0.12     |
| Pskov Region              | 737              | 0.6      | 183              | 0.14     | 216              | 0.17     | 140              | 0.11     | 56               | 0.04     | 70               | 0.06     | 72               | 0.06     |
| Ryazan Region             | 3,469            | 2.7      | 1,047            | 0.83     | 785              | 0.62     | 445              | 0.35     | 381              | 0.30     | 512              | 0.40     | 299              | 0.24     |
| Ryazan Region             | 902              | 0.7      | 309              | 0.24     | 258              | 0.20     | 137              | 0.11     | 79               | 0.06     | 83               | 0.07     | 36               | 0.03     |
| Samara Region             | 2,888            | 2.3      | 920              | 0.73     | 670              | 0.53     | 318              | 0.25     | 329              | 0.26     | 389              | 0.31     | 262              | 0.21     |
| Saratov Region            | 2,713            | 2.1      | 865              | 0.68     | 693              | 0.55     | 407              | 0.32     | 311              | 0.25     | 271              | 0.21     | 166              | 0.13     |
| Sakhalin Region           | 482              | 0.4      | 150              | 0.12     | 178              | 0.14     | 57               | 0.05     | 19               | 0.02     | 58               | 0.05     | 20               | 0.02     |
| Sverdlovsk Region         | 5,944            | 4.7      | 1,901            | 1.50     | 1,529            | 1.21     | 759              | 0.60     | 552              | 0.44     | 744              | 0.59     | 459              | 0.36     |
| Smolensk Region           | 823              | 0.6      | 258              | 0.20     | 233              | 0.18     | 120              | 0.09     | 74               | 0.06     | 81               | 0.06     | 57               | 0.05     |
| Tambov Region             | 766              | 0.6      | 218              | 0.17     | 197              | 0.16     | 154              | 0.12     | 55               | 0.04     | 91               | 0.07     | 51               | 0.04     |
| Tver Region               | 1,103            | 0.9      | 296              | 0.23     | 346              | 0.27     | 182              | 0.14     | 72               | 0.06     | 134              | 0.11     | 73               | 0.06     |
| Tomsk Region              | 174              | 0.1      | 77               | 0.06     | 38               | 0.03     | 25               | 0.02     | 17               | 0.01     | 11               | 0.01     | 6                | 0.00     |
| Tula Region               | 1,080            | 0.9      | 371              | 0.29     | 264              | 0.21     | 169              | 0.13     | 92               | 0.07     | 113              | 0.09     | 71               | 0.06     |
| Tyumen Region             | 1,396            | 1.1      | 455              | 0.36     | 422              | 0.33     | 175              | 0.14     | 96               | 0.08     | 159              | 0.13     | 89               | 0.07     |

| Region                       | Number of people | Share, % | Men              |          |                  |          |                  |          | Women            |          |                  |          |                  |          |
|------------------------------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|
|                              |                  |          | Under 30         |          | 31–50 years      |          | Over 50          |          | Under 30         |          | 31–50 years      |          | Over 50          |          |
|                              |                  |          | Number of people | Share, % | Number of people | Share, % | Number of people | Share, % | Number of people | Share, % | Number of people | Share, % | Number of people | Share, % |
| Ulyanovsk Region             | 601              | 0.5      | 151              | 0.12     | 180              | 0.14     | 75               | 0.06     | 30               | 0.02     | 101              | 0.08     | 64               | 0.05     |
| Chelyabinsk Region           | 4,328            | 3.4      | 1,156            | 0.91     | 1,124            | 0.89     | 603              | 0.48     | 517              | 0.41     | 559              | 0.44     | 369              | 0.29     |
| Trans-Baikal Territory       | 5,754            | 4.5      | 1,920            | 1.52     | 1,834            | 1.45     | 610              | 0.48     | 649              | 0.51     | 511              | 0.40     | 230              | 0.18     |
| Yaroslavl Region             | 1,990            | 1.6      | 479              | 0.38     | 465              | 0.37     | 174              | 0.14     | 381              | 0.30     | 340              | 0.27     | 151              | 0.12     |
| Moscow                       | 6,289            | 5.0      | 1,980            | 1.56     | 1,487            | 1.17     | 751              | 0.59     | 670              | 0.53     | 906              | 0.72     | 495              | 0.39     |
| St Petersburg                | 3,398            | 2.7      | 1,101            | 0.87     | 665              | 0.53     | 424              | 0.33     | 397              | 0.31     | 494              | 0.39     | 317              | 0.25     |
| Jewish Autonomous Region     | 1,053            | 0.8      | 419              | 0.33     | 384              | 0.30     | 108              | 0.09     | 44               | 0.03     | 78               | 0.06     | 20               | 0.02     |
| Yamal-Nenets Autonomous Area | 539              | 0.4      | 166              | 0.13     | 181              | 0.14     | 48               | 0.04     | 37               | 0.03     | 72               | 0.06     | 35               | 0.03     |
| Yamal-Nenets Autonomous Area | 265              | 0.2      | 75               | 0.06     | 93               | 0.07     | 31               | 0.02     | 7                | 0.01     | 41               | 0.03     | 18               | 0.01     |
| N/A                          | 769              | 0.6      | 182              | 0.14     | 237              | 0.19     | 218              | 0.17     | 22               | 0.02     | 59               | 0.05     | 51               | 0.04     |

Detailed personnel structure by gender, age and category as at the end of the year

GRI 405–1

| Indicator                                                           | 2020             |          | 2021             |          | 2022             |          | 2023             |          | 2024             |          |
|---------------------------------------------------------------------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|
|                                                                     | Number of people | Share, % | Number of people | Share, % | Number of people | Share, % | Number of people | Share, % | Number of people | Share, % |
| Personnel structure by age as at the end of the reporting year      |                  |          |                  |          |                  |          |                  |          |                  |          |
| Women (under 30)                                                    | 40,821           | 5.7      | 36,887           | 5.3      | 36,794           | 5.2      | 34,808           | 5.1      | 34,531           | 5.1      |
| Men (under 30)                                                      | 112,443          | 15.6     | 102,471          | 14.7     | 103,840          | 14.8     | 100,615          | 14.7     | 98,785           | 14.6     |
| Women (31–50)                                                       | 136,894          | 18.9     | 127,603          | 18.4     | 126,963          | 18.1     | 119,353          | 17.4     | 116,551          | 17.2     |
| Men (31–50)                                                         | 300,524          | 41.5     | 295,982          | 42.5     | 296,417          | 42.3     | 288,465          | 42.1     | 278,821          | 41.1     |
| Women (over 50)                                                     | 42,844           | 5.9      | 41,929           | 6        | 43,225           | 6.2      | 45,082           | 6.6      | 47,834           | 7.1      |
| Men (over 50)                                                       | 89,924           | 12.4     | 91,433           | 13.1     | 93,925           | 13.4     | 96,863           | 14.1     | 100,841          | 14.9     |
| Personnel structure by category as at the end of the reporting year |                  |          |                  |          |                  |          |                  |          |                  |          |
| Women (managers)                                                    | 16,244           | 2.3      | 14,600           | 2.1      | 14,763           | 2.1      | 13,754           | 2        | 13,974           | 2.0      |
| Men (managers)                                                      | 40,761           | 5.6      | 40,319           | 5.8      | 40,656           | 5.8      | 40,364           | 5.9      | 39,888           | 5.9      |

| Indicator                                                            | 2020             |          | 2021             |          | 2022             |          | 2023             |          | 2024             |          |
|----------------------------------------------------------------------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|
|                                                                      | Number of people | Share, % | Number of people | Share, % | Number of people | Share, % | Number of people | Share, % | Number of people | Share, % |
| Women (office workers and white-collar employees)                    | 132,345          | 18.3     | 121,772          | 17.5     | 121,330          | 17.3     | 115,895          | 16.9     | 115,582          | 17.1     |
| Men (office workers and white-collar employees)                      | 79,161           | 10.9     | 76,939           | 11       | 77,074           | 11       | 75,711           | 11       | 74,413           | 11       |
| Women (blue-collar employees)                                        | 71,970           | 10.0     | 70,047           | 10.1     | 70,889           | 10.1     | 69,594           | 10.2     | 69,360           | 10.2     |
| Men (blue-collar employees)                                          | 382,969          | 52.9     | 372,628          | 53.5     | 376,452          | 53.7     | 369,868          | 54       | 364,146          | 53.8     |
| Personnel structure by education as at the end of the reporting year |                  |          |                  |          |                  |          |                  |          |                  |          |
| Higher                                                               | 242,999          | 33.6     | 230,713          | 33.1     | 233,555          | 33.3     | 233,492          | 34.1     | 232,373          | 34.2     |
| Vocational                                                           | 203,285          | 28.1     | 195,719          | 28.1     | 195,999          | 28.0     | 219,826          | 32.1     | 219,999          | 32.5     |
| Other                                                                | 277,166          | 38.3     | 269,873          | 38.8     | 271,610          | 38.7     | 271,610          | 33.8     | 224,991          | 33.3     |



Percentage of employees within the management in each of the following diversity categories: gender; age group: under 30 years old; 30–50 years old; over 50 years old, in 2024

GRI 405–1

| Headcount | 2023             |          |                  |          | 2024             |          |                  |          |
|-----------|------------------|----------|------------------|----------|------------------|----------|------------------|----------|
|           | 31–50 years      |          | Over 50          |          | 31–50 years      |          | Over 50          |          |
|           | Number of people | Share, % | Number of people | Share, % | Number of people | Share, % | Number of people | Share, % |
| Women     | 1                | 4.2      | 1                | 4.2      | 1                | 4.2      | 1                | 4.2      |
| Men       | 9                | 37.5     | 13               | 54.2     | 9                | 37.5     | 13               | 54.2     |
| Total     | 10               | 41.7     | 14               | 58.3     | 10               | 41.7     | 14               | 58.3     |

Proportion of senior management hired from the local community (as at 31 December 2023), %

GRI 202–2

| Russian region                     | Proportion of senior management <sup>1</sup> hired from the local community <sup>2</sup> |
|------------------------------------|------------------------------------------------------------------------------------------|
| Russian Railways                   | 81.7                                                                                     |
| Irkutsk Region                     | 91.7                                                                                     |
| Krasnoyarsk Territory              | 89.4                                                                                     |
| Novosibirsk Region                 | 89.3                                                                                     |
| Trans-Baikal Territory             | 89.1                                                                                     |
| Chelyabinsk Region                 | 88.2                                                                                     |
| Yaroslavl Region                   | 85.2                                                                                     |
| Sverdlovsk Region                  | 84.9                                                                                     |
| Nizhny Novgorod Region             | 84.5                                                                                     |
| Saratov Region                     | 84.1                                                                                     |
| Rostov Region                      | 82.8                                                                                     |
| Moscow and Moscow Region           | 80.8                                                                                     |
| Khabarovsk Territory               | 79.5                                                                                     |
| Samara Region                      | 78.5                                                                                     |
| St Petersburg and Leningrad Region | 77.7                                                                                     |
| Voronezh Region                    | 76.8                                                                                     |

<sup>1</sup> Senior management includes heads and deputy heads of the Executive Office and structural units of Russian Railways, branches, regional directorates, governance bodies of railways and centres.

<sup>2</sup> Based on the common definition of local community as a group of people residing in a specific territory, regardless of their ethnic and cultural background, local community in this context means employees whose region or area of registration aligns with the region or area where their employing enterprise is located.

# Contact Details

GRI 2–1, 2–3

We will be happy to answer any additional questions about this report and welcome feedback from all our stakeholders on how to develop and improve the content of our future public reporting.

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