126 | 127 | FEDERAL PASSENGER COMPANY | Annual Report – 2023 | 01 | 02 | 03 | 04 | **05** Sustainable Development — | 0

Structure of Sustainable Development Management at JSC FPC

trategic tier

Board of Directors

Committee on Strategic Planning, Digital Transformation and Information Technology handles the following issues:

- Industrial safety
- Environmental responsibility
- Stakeholder engagement

Human Resources, Remuneration and Corporate Governance Committee handles the following issues:

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- Human capital
- Occupational safety

Audit and Risk Committee handles the following issues:

- Anti-corruption
- Supply chain management
- Customer relations

Management tier

General Director

- Deputy General Director, Head of the Security Block
- Deputy General Director,
 Head of the HR and Social Affairs Unit
- Deputy General Director, Head of the Quality Block

First Deputy General Director, Head of the Production Block

- Deputy General Director, Head of the Passenger Service and Quality of Service Block
- Deputy General Director Chief Engineer, Head of the Production Development Block

First Deputy General Director, Head of the Economics and Finance Block

 Deputy General Director, Head of the Marketing Block

Operational tier								
Functional areas and divisions								
Ethics and anti-corruption	Human capital	Occupational safety and industrial safety	Environmental responsibility	Supply chain management	Customer relations	Stakeholder engagement		
Corporate Security Centre	Office of Personnel and Social Development	Occupational Safety Department	Industrial, Fire and Environmental Safety Department	Procurement and Contractual Work Department	Passenger Services Office	Department of Communications and Engagement with Authorities		
Anti-Corruption Committee	Personnel Development Centre	Transport Safety Authority	Strategic Development and Risk Management Department	Internal Control Centre	Process Monitoring and Quality Management Centre	Carrier Relationship Development and Corporate Sales Organisation Department		
Commission for Management of Conflict of Interest	Youth Council	Chief Auditor for Rail Traffic Safety	Lean Production Department					
Office of Personnel and Social Development	Coordination Council on Improving Working Conditions,	•						
Officers-in-Charge of Business Ethics in JSC FPC	Recreation and Social Support for Women							
Responsible for business ethics at FPC's branches								
Business Ethics Commissions at FPC's management office and								

Stakeholder Engagement

JSC FPC is aware of its high responsibilities to all stakeholders and strives to maintain an ongoing constructive dialogue with them. The Company is focused on meeting the expectations

of all stakeholders in its integrated sustained economic, social and environmental development.

Stakeholder engagement mechanisms

Stakeholders	Engagement approaches and mechanisms	Key communication channels
Internal stakeholders		
Our people	 Labour relations under the Collective Bargaining Agreement Management functions Social partnership Personnel development Corporate surveys Reporting to a stakeholder Procedure for dispute settlement Employee recognition and commendation 	 Addresses from top management E-mail Corporate publications Corporate website Social networks, Telegram channels By-laws
Governance and control bodies	Descriptions of governance and control bodies, as well as interaction principles and governance procedures, are set forth in JSC FPC's Articles of Association and other internal documents of the Company. For more details, please see the Corporate Governance Model and Practice section on p. 77 of the Report	 Management reporting and financial statements Ongoing interaction within business processes
External stakeholders		
Shareholders	 Open communication during general meetings of shareholders Reporting to a stakeholder Disclosure of material facts of the Company's operations 	 Mandatory disclosure, including issuer reports, RAS and IFRS financial statements, statements of material facts, registers of affiliates through an authorised disclosure agency (http://disclosure.skrin.ru/disclosure/7708709686) Voluntary disclosure of additional information on the Company's website (https://fpc.ru) Meetings of the parent company's management with the Company's management
Government authorities and non-governmental organisations	 Agreements on cooperation in the transportation of passengers, baggage and unaccompanied baggage on long- distance trains Joint participation in image-building ceremonies and business events at the federal and regional levels Responding to requests from government authorities 	 Submission of financial, statistical and environmental reports to regulatory authorities Publication of reports on the Company's operations

Stakeholders	Engagement approaches and mechanisms	Key communication channels	
Business partnerships	 Contractual relations Development and signing of co-operation agreements Regular working meetings Joint working groups with Russian and foreign project partners Participation in conferences and forums 	 Publication of information on the Company's operations on the corporate website and dedicated procurement sites Mass media 	
Consumers and customers	 Passenger service Catering on trains Passenger satisfaction surveys Marketing campaigns Informing on the Company's operations Charity events Volunteer events 	 Feedback channels: Questionnaire survey Single help desk Mobile app Company's website Public reporting by the Company Infotainment system "Poputchik" (Fellow Passenger) 	
Media and NGOs	 Press releases and other materials with information on JSC FPC's activities Responding to requests from the media Media assistance during filming at infrastructure facilities 	 Company's website Mass media Industry-specific media Social networks, Telegram channels Events for external audiences 	
Educational institutions	 Targeted admission of students Vocational guidance Benefits for JSC FPC employees' children Joint research and cultural initiatives Participation of JSC FPC's employees in school activities 	 Company's website Mass media Social networks of the Company and educational institutions 	
Social partnership actors	Engagement with trade unions in the social protection of employees and non-working retirees	MeetingsCorporate eventsE-mail	



HR Management

Corporate Social Responsibility Principles

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

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

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

The principles of the HR Policy:

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

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

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

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

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

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

The Company has a primary trade union organisation under the Russian Professional Union of Railwaymen and Transport Builders (ROSPROFZHEL). It covers 52,250 people (95% of the actual headcount of the Company). The Collective Bargaining Agreement of JSC FPC for 2023–2025 is also in force and applies to all employees.