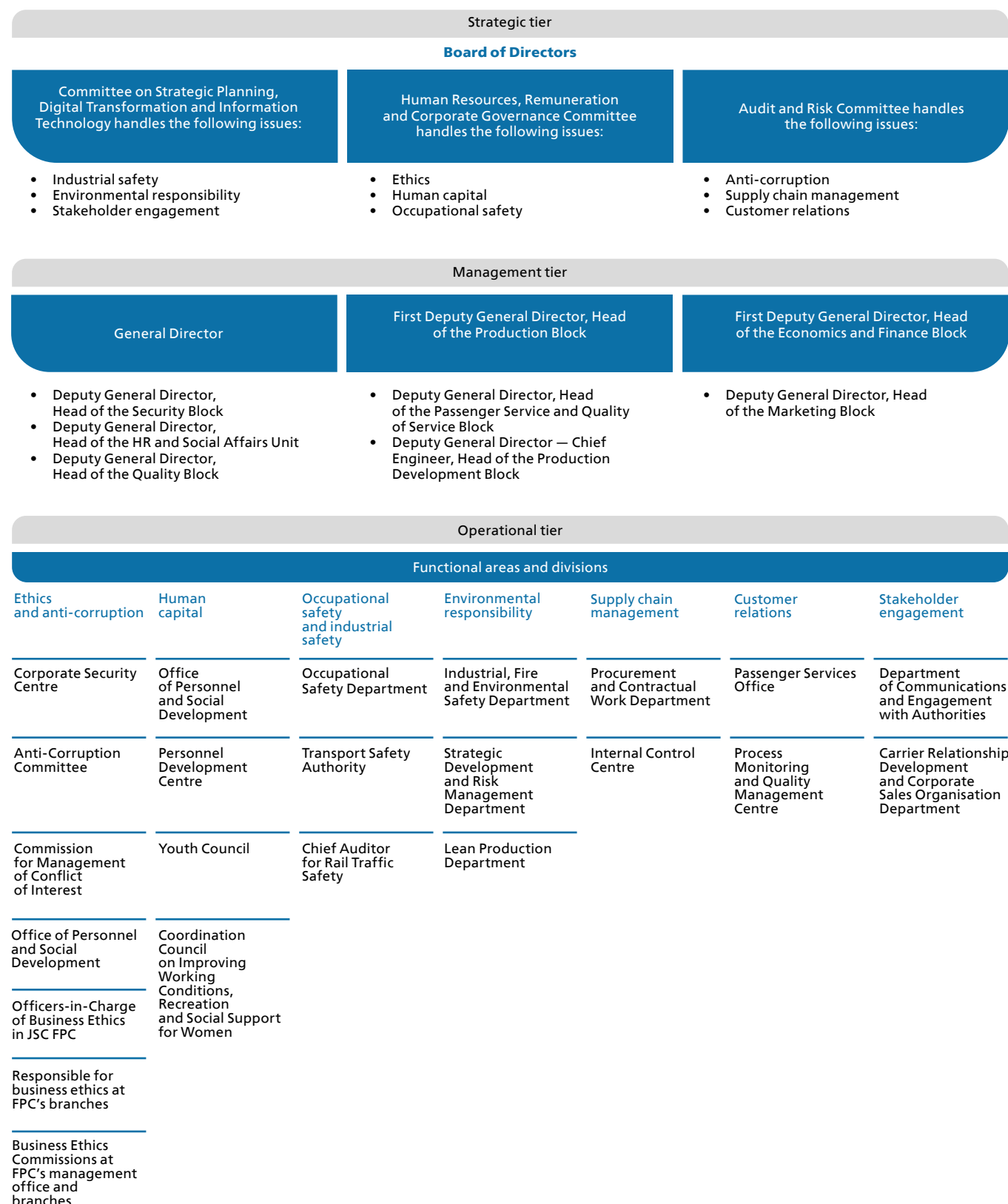


Structure of Sustainable Development Management at JSC FPC



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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Addresses from top management E-mail Corporate publications Corporate website Social networks, Telegram channels By-laws
Governance and control bodies	<p>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</p>	<ul style="list-style-type: none"> Management reporting and financial statements Ongoing interaction within business processes
External stakeholders		
Shareholders	<ul style="list-style-type: none"> Open communication during general meetings of shareholders Reporting to a stakeholder Disclosure of material facts of the Company's operations 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Publication of information on the Company's operations on the corporate website and dedicated procurement sites Mass media
Consumers and customers	<ul style="list-style-type: none"> Passenger service Catering on trains Passenger satisfaction surveys Marketing campaigns Informing on the Company's operations Charity events Volunteer events 	<ul style="list-style-type: none"> Feedback channels: <ul style="list-style-type: none"> Questionnaire survey Single help desk Mobile app Company's website Public reporting by the Company Infotainment system "Poputchik" (Fellow Passenger)
Media and NGOs	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Company's website Mass media Industry-specific media Social networks, Telegram channels Events for external audiences
Educational institutions	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Meetings Corporate events E-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.

