

Employees

81.7% of employees covered by collective bargaining agreements compared with 85% in 2023

29.3% of the workforce represented by women compared with 28.4% in 2023

93,486 employees at the end of 2024



- Corporate Code of Ethics
- Policy on Human Rights
- Diversity and Equal Opportunities Policy

- Material topics
- Employees, management and engagement
 - Social and cultural diversity and equal opportunities

Management

GRI 3-3, 2-27

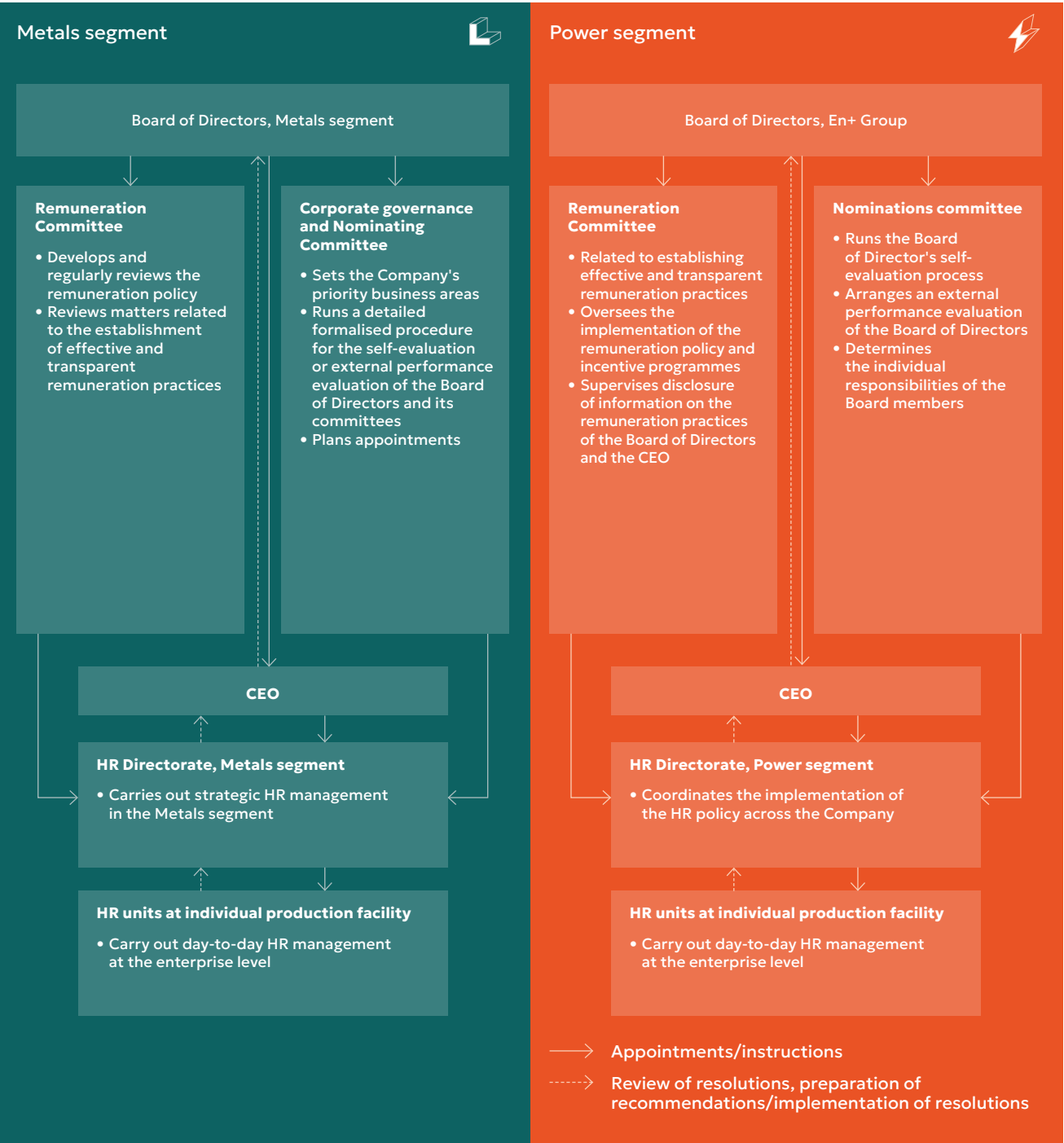
Employee development and support is an important part of the En+ Group Strategy. En+ Group’s HR management complies with the Company’s Human Rights Policy, the Diversity and Equal Opportunities Policy and the Corporate Code of Ethics. Regardless of the grade, all employees are required to comply with the provisions of these documents. At the same time,



the Company expects its partners and suppliers to also comply with the principles stipulated in the Policies and the Code. In its operations in the regions of presence, En+ Group strictly follows national labour laws. In 2024, no violations of the labour laws and the Company’s internal policies were recorded.

GRI 2-13

HR management structure



Strategy

En+ Group’s HR management strategy seeks to provide opportunities for the professional development and social well-being of its employees:

- guarantees competitive salaries and additional payments;
- provides opportunities for training and professional development;
- offers an expanded package of social guarantees;
- takes care of physical and mental health;
- creates a comfortable working environment.

Incentives and remuneration

En+ Group offers its employees competitive pay above the market average, thereby boosting their motivation and overall job performance. Employees’ compensation comprises a basic salary and additional payments contingent upon their performance evaluation. The incentive system includes various categories of payments:

- bonuses awarded by heads of subsidiaries;
- annual, quarterly and monthly bonuses;

- payments to employees actively contributing to the Company’s social projects;
- payments to recipients of corporate, national, or agency awards.

The amount of annual, quarterly and monthly bonuses depends on the achievement of key performance indicators (KPIs). To assess the results, En+ Group monitors the indicators on a monthly basis, and employees submit quarterly progress reports through UNIVER, the Company’s intranet portal. En+ Group uses the 32 parameters of SHL methodology to assess its employees’ competencies. The metric scores are grouped into the Talent Management, Task Management, and Self-Management pillars, reflecting three key aspects of job performance.

Social support

GRI 401-2

En+ Group offers its employees a wide range of social programmes beyond those required by law and also provides equal benefits regardless of the type of their employment contract.

Expenses for social programmes and benefits, 2024, RUB mn



Social support programmes for employees and their families

Support programme	Description
Preferential mortgage programme and housing programme	<p>The Company cares about the affordability and quality of living conditions for its employees.</p> <p>En+ Group has a preferential mortgage programme that covers 50% of the monthly payment for employees who have worked at the Group’s facilities for a minimum of three years, as well as for specialists under 35 years old employed by the Group for at least a year. In 2024, the Metals segment launched its own housing facilities at enterprises. It is planned to purchase 150 flats in the cities of the Company’s responsibility. The flats will be converted into dormitories and corporate apartments.</p>
Health resort treatment	<p>Every year the Company sponsors employee health improvement programmes at recreational medical facilities and resorts, and organises vacations for employees’ children. Every 2–3 years employees can receive a reimbursement of 80-90% of the voucher cost for themselves and up to 70% for their family members.</p>
Supporting employed parents	<p>Assistance is provided to large families and schoolchildren’s parents through financial support, along with the distribution of school supplies during the annual Get a Child Ready for School campaign and New Year gifts for employees’ children.</p> <p>Furthermore, parents of children with special needs are entitled to a monthly allowance of RUB 10,000 per child until the child reaches the age of 18, along with reimbursement of preschool costs.</p>
Meal allowance	<p>En+ Group provides subsidised meals to all employees.</p>
Promotion of sports and healthy lifestyle	<p>The Company organizes sports activities for employees.</p>

GRI 403-6

Support programme	Description
Maintaining employee health	The Company implements a set of measures to maintain the health of employees: provides voluntary medical insurance, develops its own medical centres, participates in a project of the Social Insurance Fund (SIF) to prevent occupational diseases, arranges voluntary vaccination and a programme for the prevention of cardiovascular diseases, provides health resort recreation.
Retiree support	Retired employees of En+ Group are entitled to partial compensation of health resort treatment costs.
Dobroservice advisory support line	Employees can contact the hotline of the Dobroservice employee support centre to receive psychological and legal support as well as personal finance advice. Upon receiving a support request, the customer service manager schedules a convenient time for a consultation or facilitates an immediate connection with an expert if the issue is urgent. The service is confidential and available 24/7. In 2024, about 300 calls and more than 770 messages were received through the hotline.
Psychological relief rooms	To prevent burnout and reduce stress, the Company created a network of psychological relief rooms at its enterprises. In these rooms, employees can use massage chairs and special massage glasses, aroma diffusers, video and audio equipment. In 2024, 14 psychological relief rooms were available to employees. Two new rooms were opened in branches. In the reporting year, 3,555 employees used the rooms.



GRI 2-30, 401-2, 407-1, SASB EM-MM-310a.1

To ensure effective social support for its employees, the Company responds attentively to their wishes and needs, guided by the principle of social partnership. En+ Group fosters positive dialogue with employee representatives from trade union committees and negotiates collective bargaining agreements with

them. En+ Group does not impose any restrictions on employee participation in such associations. In the reporting year, 81.7% of the Company’s employees were members of trade unions. Interaction with employees is also carried out through representative bodies: work, women’s and youth councils.

GRI 413-1

Involvement of work, women’s, and youth councils

Council	Involvement
Women’s councils	The Group’s enterprises have women’s councils, whose activities include the organisation of master classes, meetings with invited speakers and career guidance events. In 2024, the women’s council of the Krasnoyarsk HPP organised and held sports events, creative master classes, family team games, and also took part in the all-Russian campaign “Give Books with Love!” The council members promote family values and support the Company’s female employees and their families.
Work councils	Work councils are responsible for facilitating communication between employees and the employer regarding labour, production development, and compensation. Additionally, they hold volunteer and leisure events for employees.
Youth councils	Youth councils involve young specialists in the corporate decision-making process.

Human rights

GRI 2-23, 406-1

En+ Group’s HR management is based on the principle of non-discrimination set out in the Diversity and Equal Opportunities Policy. The Company guarantees equal treatment of all employees and non-discrimination.

- Key human rights documents:
- [Policy on Human Rights](#)
 - [Diversity and Equal Opportunities Policy](#)


GRI 408-1, 409-1

En+ Group does not tolerate child, forced, or compulsory labour. No cases of discrimination and the use of child or forced labour were recorded in the reporting period. En+ Group respects

human rights, works to prevent human rights violations at its facilities, and expects the same from its counterparties.

GRI 410-1

The HR Department is responsible for ensuring human rights compliance across the Group. Human rights risks are incorporated into the Company’s overall risk management system. En+ Group conducts regular assessments of these risks. The Company delivers regular training courses for employees to promote human rights principles. In 2024, 100% of security staff received training in human rights and their application to the field of security. In 2024, no complaints about violations of labour rights were recorded.

 For more details on available mechanisms for reporting violations, see the [Corporate Ethics and Compliance](#) section

Employee training and development

En+ Group provides its employees with a wide range of opportunities for development and training. In the reporting period, the average number of training

hours per employee was 49 hours. In 2024, En+ allocated RUB 994.5 million for training programmes (USD 10.7 million).

Training and development opportunities

GRI 404-2

Projects for schoolchildren

En+ Group invites its employees to schools, including former pupils of the same schools, to share their experience, talk about the Company’s activities and career opportunities for future specialists. En+ Group also organises tours to its enterprises, more than 800 schoolchildren visited them during the reporting period.

In the reporting year, the 14th Annual All-Russian Academic Competition for Schoolchildren “13 Element. Alchemy of the Future” in natural science subjects was held. More than 44,000 schoolchildren have participated in it over the entire period of time.



Attracting students

En+ Group actively cooperates with educational institutions to train young specialists and attract students:

- **IT Academy:** enrollment of the fourth group in the Power segment in 2024. Current training: third group – 47 people, fourth group – 60 people. Graduation and employment of trainees from the second group at En+ Digital LLC – 31 people on a permanent basis and 4 people under a fixed-term contract. The third group consisting of 175 students was enrolled in the Academy in the Metals segment.
- **Business Academy:** the Company trains logistics, procurement and sales specialists. Following the first training module in 2024, 40 people signed employer-sponsored contracts.
- **Economist’s Academy:** together with the Siberian Federal University and the Ural Federal University, a new economics course was launched in the reporting year, with 17 students selected for the course.
- **Scholarship programme:** talented students studying at 57 selected educational institutions of various specialisation can receive a scholarship from the Company. The total number of applications received under the programme in 2024 was 803. Following the 2024 selection process, 200 people were awarded the scholarship.
- **Employer-sponsored training:** En+ Group also enters into employer-sponsored education contracts with students from Russian higher education institutions, granting additional monthly scholarships sponsored by the Company. Graduates are employed by the Company. Some 45 graduates were employed in 2024. In 2024, employer-sponsored contracts were concluded with 77 students of Irkutsk National Research Technical University (INRTU), Bratsk State University (BrSU), Irkutsk State Agrarian University, Irkutsk State Transport University, Irkutsk State University (ISU).
- **Grant programme:** 34 educational institutions took part in Energy Lab, the annual grant programme for students. The programme was designed to search for innovative solutions for further implementation at En+ Group facilities. The awardees received cash prizes from the general fund of RUB 1 million.
- **Support for foreign students:** En+ Group implements an international educational programme under which 160 students from Jamaica, Guinea and Guyana have graduated from the Siberian Federal University (SibFU), Peoples’ Friendship University of Russia (RUDN University), Ural Federal University, Ural State Mining University, Russian University of Transport (MIIT), Moscow Automobile and Road Construction State Technical University (MADI), National University of Science and Technology MISIS, Krasnoyarsk State Medical University since 2011.

Employee training

En+ Group provides extensive opportunities for employee training and development:

- **Univer portal:** corporate portal with 14 educational courses, programmes and personnel assessment system.
- **Professional training:** the Company runs professional training programmes across 54 blue-collar professions, alongside various professional development programmes for managers and specialists. Additionally, simulation training is provided for CHP operational staff.
- **Subsidised higher education:** a subsidised higher education programme for En+ Group employees at partner universities for the purpose of subsequent rotation and development. In 2024, 74 employees were trained, 26 of them were selected for a new stream.
- **Kommersant 2024:** corporate development programme to strengthen the talent pool in project management, develop negotiation skills and emotional intelligence (19 participants, 18 participants completed the programme).
- **Leader’s School:** training courses in management skills (35 participants).
- **Financier’s School:** additional educational modules for employees of financial and economic units (66 participants).
- **Law School:** training for employees of legal departments (202 participants).
- **Power of Law: Innovations and Solutions for the Future:** an annual conference for lawyers on robotic automation, ecology, PPP and bankruptcy. In 2024, the conference brought together 162 participants and 43 speakers, included sessions and expert advice.

Training of young employees

En+ Group actively supports the development of its young specialists through several programmes:

- **My Career 2.0:** a development marathon in the form of a case championship, where teams consisting of young specialists compete under the guidance of En+ Group experts. In 2024, 110 people took part in the programme, and 20 have already been included in the talent pool.
- **Future Leaders:** a corporate-wide programme for En+ Group, RUSAL and ISO to train future leaders in the Company. Some 61% of employees (out of 298) undergoing training under the programme have already received a new appointment. The first group of trainees is expected to complete the Leaders programme in 2026.
- En+ Group also has a mentoring system for young specialists. Mentors receive financial support, undergo training, and the mentoring unit is included in the leaders’ training programme.

Partnership under the Professional Training federal project (Professionalitet)

The Professionalitet federal project contributes to the implementation of a new industry-driven workforce training model by integrating colleges and leading industrial enterprises into clusters focused on the key sectors of the economy.

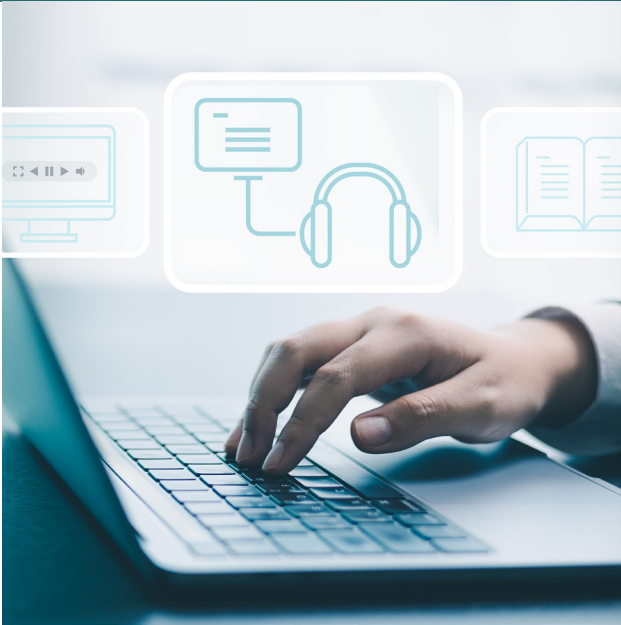
As part of its participation in the project in 2023–2024, the Company invested RUB 112.7 million (USD 1.2 million). In the reporting year, as part of the programme, the Company collaborated with 11 educational institutions in the Fuel and Energy Complex, Information Technologies, Tourism and Services. In 2024, all budget-funded places were allocated, more than 90 students plan to conclude employer-sponsored contracts with the Power segment, and about two thirds of students have entered into an employer-sponsored contract with the Metals segment.

In addition to various educational programmes, the Company also supports employee development through an annual professional excellence competition. For example, En+ Group organises annual competitions among CHP operational staff. In 2024, 132 employees (12 teams) took part in them. Following the professional competition, three winners were selected in the team competition, 10 winners – in the individual competition “Best in the Profession.”

Risk management

En+ Group consistently implements a set of preventive measures to minimise potential HR management risks. These measures include a comprehensive system of professional training and development of employees, an expanded package of social programmes, improving the quality of life in small towns, including medical care, educational programmes, and opportunities for comfortable recreation.

For more details on risks, see the [Internal Control and Risk Management](#) section



Metrics and targets

Key 2024 goals

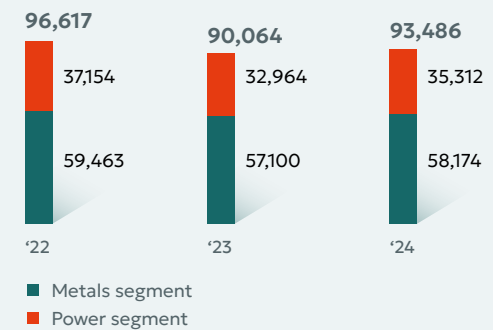
Goals	Status	Progress made in 2024
Ensure the implementation of the Scholarship programme	Achieved	Following the 2024 selection process, 200 people from 56 educational organisations in Russia became awardees (in 2023 – 177 people).
Continue the IT Academy educational programme through partnerships with INRTU, ISU, BrSU, and SibFU to ensure that our needs for IT talent are covered	On track	35 graduates of the second stream are employed by En+ Group, 47 participants of the third stream and 60 participants of the fourth stream (which was enrolled in 2024) are undergoing training.
As part of the Professionalitet project, ensure the implementation of the approved action plan, commence training programmes at the Irkutsk Energy College and the Ust-Labinsk Social Pedagogical College	Achieved	Training on the basis of target colleges in the IT and Fuel and Energy clusters has been launched, and an agreement has been concluded to set up a new cluster – Tourism and Services
Implement the Energy Lab project engaging at least 15 higher and secondary vocational education institutions	Achieved	Students of 34 educational institutions were involved in the annual project, three winning teams were selected at the final stage, their solutions of production cases were recommended for implementation at En+ Group
Ensure the development of the En+ Group Leaders programme in accordance with the action plan	Achieved	In 2024, the training modules “Manager as Leader” and “Business Leader” were successfully completed.

GRI 2-7, SASB EM-MM-000.B

At the end of 2024, En+ Group’s headcount was 93,486 up by 3.7% year-on-year. The majority of employees are employed under full-time (98.7%) permanent (93%) employment contracts.

GRI 2-7, SASB EM-MM-000.B

Total headcount as at the year-end, people



GRI 202-2, 401-1

Women account for 29.3% of the total workforce. This is due to the specifics of the Group’s operations related to the statutory prohibition of women’s engagement in particularly hazardous types of production. Of the 18,147 new employees hired during the reporting period, women accounted for 33.9%. The share of women on the Board of Directors of IPJSC En+ Group was 33%. When recruiting for its facilities and units, the Company prioritises local hiring: the proportion of locally hired managers stood at 93.4%.

Employment of people with special needs is a significant area of the Company’s HR policy. In 2024, their headcount reached 980 people (1% of the total workforce).

GRI 2-8, SASB EM-MM-000.B

In addition to full-time employees, the Company engages contractors and subcontractors to perform construction and repair operations and contribute to technological developments, employee training, and marketing activities.

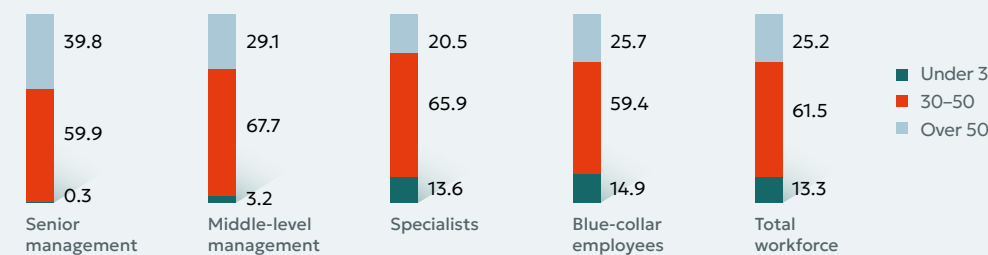
GRI 2-7, 405-1

Gender diversity in 2024, %



GRI 2-7, 405-1

Employee breakdown by age, %



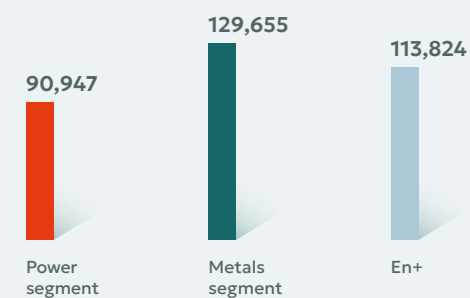
For more details on En+ Group employees, broken down by age groups, see the [Appendix Additional ESG Data](#)

GRI 405-2

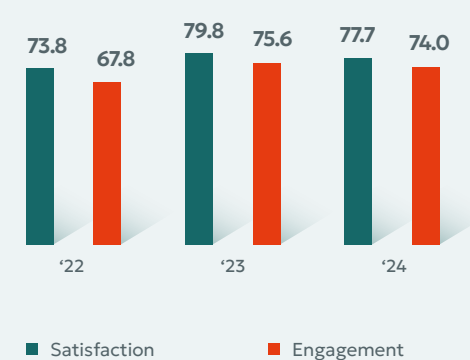
Female-to-male basic salary ratio at Russian entities



Average pay of En+ Group employees in Russia in 2024, RUB



Employee engagement and satisfaction levels, %



GRI 401-1

Total payroll expenses reached RUB 170.9 billion in 2024 (USD 1.848 billion). In 2024, the average pay of En+ Group employees was RUB 113,824. Female-to-male salary ratio was 0.70 in the Power segment and 0.58 in the Metals segment. The basic salary of men at the Company is higher than that of women due to statutory restrictions that prevent women from working in hazardous setting.

En+ Group takes a set of measures to reduce turnover: from maintaining a competitive salary to providing employees with additional social benefits. In the reporting year, the staff turnover stood at 16.8%, which is 4 p.p. higher than in 2023.

The Company regularly monitors the level of employee engagement and satisfaction. To this end, En+ Group conducts the Your Voice annual survey and a social survey once every 2–3 years. In 2024, 64,415 people (69% of the total workforce) took part in the Your Voice survey.

GRI 404-3

Assessment of employee performance is an important component of En+ Group’s HR management system. The Company analyses the achievement of KPIs by employees. In 2024, 9,859 (27%) employees of the Power segment underwent performance and career development assessment based on the 9-box model. This assessment system helps identify promising employees and determine areas of development for various categories of personnel, 2,226 employees were included in En+ Group’s Talent pool.

Recognition of educational projects

In 2024, two En+ Group educational projects received prizes in various competitions, including:

- All-Russian Competition of Best Youth Employment Practices of the Ministry of Labour of Russia:
 - the IT Academy project was ranked first in the category “Building the Career Trajectory of a Young Specialist”
 - the Energy School project was ranked second in the category “Career Guidance”
- Rosmolodezh competition:
 - En+ Group University was included in Top 10 among companies in the category “Contribution to Youth”.



Plans for 2025 and the medium term

- To launch of own production of digital training content.
- To ensure the submission of three applications for participation in the Professionalitet Federal project.
- To ensure the development of the En+ Group Leaders programme.
- To ensure the implementation of the mandatory training plan.
- To provide training to employees of En+ Group’s northern cluster through the implementation of the Bratsk branch of the Corporate University project.
- To develop new educational programmes for employees, including for the formation of a corporate culture, onboarding of new employees, familiarisation with business processes, development of leadership and management, and support of professional growth.