




3

SOCIAL REPORT



RUB 562.37  
BILLION  
TOTAL PERSONNEL COSTS



## STATEMENT OF THE DEPUTY DIRECTOR GENERAL FOR HR

Dear colleagues and partners,

The 2022 reporting year was marked by continued transformation both in our country and globally; it was a time of major challenges. ROSATOM always views any challenges as an opportunity to become even more robust and efficient. As we work towards our business goals, we focus on people, and the results that we have achieved show that this has been the right decision.

Last year, we continued to provide all existing benefits, as well as additional support to employees in the industry, their family members, and local residents in nuclear towns and cities. In April, by order of ROSATOM's Director General, salaries of employees in the industry were indexed, and additional assistance was introduced for certain employee categories: young specialists, researchers and highly skilled specialists, blue-collar workers and retirees.

During the year, we not only supported our people, but also maintained an open and sincere dialogue with them. We answered questions as part of Communication Days and Director's Days, engaged young people and managers in discussing and cascading ROSATOM's 2030 Vision by outlining everyone's role in achieving the Corporation's strategic goals, and conducted pulse surveys and focus groups. ROSATOM's open culture has enabled it to maintain the employee engagement rate at 84% at year-end, on a par with the world's best employers.

In 2022, we placed a strong emphasis on the health and safety of our employees. Jointly with the Federal Medical and Biological Agency of Russia, the Corporation launched a project to improve the quality and accessibility of medical care in ROSATOM's host towns and cities. The share of residents satisfied with medical care increased from 36% to 61%. The duration of medical check-ups was reduced from three days to one, and the waiting time for a scheduled hospital admission was shortened from 10-14 days to 3-5 days.

During the year, employees underwent regular in-depth medical check-ups and health screening programmes. Health awareness days and health school events were organised in enterprises to inform employees about serious illnesses. A mental health support hotline, psychologists' offices and onsite stress relief rooms continued to be available; more than 50 webinars on stress management and mental health practices were held for about 9,000 employees in the industry.

In order to reduce the number of occupational injuries, work continued on the project titled 'Developing a Culture of Safe Behaviour', with 20 enterprises in the industry currently participating in the project. Employees are provided with regular training to promote a culture of safe behaviour, and various events are held to share best practices, the most important of which is ROSATOM's Industry-Wide Safety Leaders' Forum, which was attended by more than 1,000 people in 2022.

Another major priority of the Corporation's social policy is education and development of both current and future employees. We continued to work with our talent development ecosystem, which includes kindergarteners, school, college and university students, ROSATOM's employees and residents of nuclear towns and cities.

Young people today are our backbone, as they are the future leaders of the Corporation. One of the highlights of our work with schoolchildren was the Icebreaker of Discovery expedition, which involved 80 talented children from all over Russia making a voyage to the North Pole aboard the 50 Let Pobedy icebreaker. An important highlight in the sphere of engagement with students was the Corporation's partnership in the implementation of the Professionalism Federal Project, which is aimed at providing industry with highly qualified employees and aligning the training of middle-level personnel with market needs in the regions. Three educational institutions, namely Ozersk

# >500,000

## PEOPLE

### TOTAL NUMBER OF BENEFICIARIES OF ROSATOM'S VOLUNTEER CAMPAIGNS

Institute of Technology, Ozersk Technical College and Kursk Assembly College, started to train future employees of nuclear enterprises. The annual AtomProfi forum for young professionals was held at the end of the year; it was attended by more than 600 schoolchildren, students and employees of the Corporation participating in youth communities. Together with leading industry experts, they reviewed their work during the year, shared their future plans and put forward ideas for promising projects.

As before, current employees in the industry, from young professionals to 'third age' employees, continue to hold a special place in our educational ecosystem. A digital learning environment plays a special role in training. About 3,500 units of educational content have been made available on the RECORD Mobile training platform, with the most popular being courses aimed at developing digital competences, personal efficiency and time management, communication and negotiation skills.

We also continue to develop other digital services. The functionality of the ROSATOM LIFE corporate social media platform has been expanded: it now enables employees to create professional communities, find experts for project teams, share their experience and conduct surveys. The

Employee's Personal Account is now also available on mobile devices. The RECORD 2.0 system, which is used for performance evaluation, training and career planning, has been rolled out in all divisions in the industry. The Digital Assistant Mark chatbot has also reached a new level in terms of scale: to date, it has already been used by 37,000 employees in 85 enterprises. The digital assistant enables employees to file a business trip request or an application for annual leave from any location that is convenient for them using their mobile phones or get replies to their queries.

Last year, ROSATOM's people not only gained knowledge, but also actively used it in practice, including in industry competitions. For instance, our team once again defended its title and topped the medal table at the High-Tech International Competition of High-Technology Professions. A record number of participants from ROSATOM and other industrial companies competed in the 7<sup>th</sup> AtomSkills 2022 Industry-wide Professional Skills Competition, proving its status as the largest corporate competition. A landmark event in 2022 was the first industry-wide competition in the application of RPS techniques and tools for primary work teams. This marked the culmination of a large-scale programme designed for line managers and small group leaders on the shop floor.

We give special focus to managers in general, and frontline managers in particular. These are not only opinion leaders, but the very foundation on which all processes in ROSATOM are built. With this in mind, the First Line development programme for line managers has been launched; in 2022, it already covered more than 17,000 people. We also continued to work with managers at all levels as part of ROSATOM's executive talent pool programmes. In 2022, around 6,000 people participated in the programmes, with 92% of them appointed to new managerial positions. Our employees successfully represented ROSATOM at the Leaders of Russia National Management Competition: five of our employees won the super finals. Two of them are women, which I think very clearly demonstrates that the Corporation offers equal opportunities for growth and promotion.

People working for ROSATOM have an opportunity to unlock their potential not only in the workplace, but also in sports. In 2022, more than 32,000 employees took part in large-scale sports and wellness events in the industry. The biggest events included the Nuclear Games, the Running Race of Nuclear Towns and Cities and an online Running Race of the Divisions.

Volunteering is another aspect of the Corporation's code; it contributes to mental well-being and helps to find new friends and develop leadership skills. In 2022, the Corporation's volunteers participated in more than 400 campaigns, with the total number of beneficiaries exceeding 500,000 people. Volunteers helped residents of ROSATOM's host towns and cities, supported the elderly and veterans, participated in blood donation and environmental campaigns, addressed important social issues in the towns and cities, designed innovative solutions for infrastructure development, and hosted events to promote science, blue-collar and engineering jobs and the environmental culture. New forms of engagement with volunteers included the Corporate Social Responsibility University launched in 2022 and the CSR Accelerator project implemented by ROSATOM, which enables its participants to share best practices.

ROSATOM is actively developing programmes aimed at expanding opportunities for the professional fulfilment of female employees. In 2022, a four-

month leadership development programme titled '[in]Visible Power' was launched for female executives. Its participants included 38 junior managers, with plans to scale up the programme to cover 1,500 people in 2023. Systematic work is underway to study existing obstacles and develop measures to support the professional development of women in the nuclear industry. For instance, ROSATOM has participated in the first industry-wide study on gender balance in the nuclear industry conducted by the OECD Nuclear Energy Agency in 34 countries. 2022 saw the expansion of the Women in Nuclear community, which comprises 1,500 members from 37 constituent entities of the Russian Federation, as well as from Turkey, Kazakhstan, Indonesia, India, South Africa and other countries. Members of the community have implemented over 100 social projects aimed at creating an environment for career development of female professionals in the high-technology sector.

We continued to actively develop the branch of Lomonosov Moscow State University in the town of Sarov, which is the core of the National Centre for Physics and Mathematics. There are currently 95 Master's degree students and 10 postgraduate students at the branch, who acquire knowledge in future-oriented areas of physics and mathematics, computer science and supercomputing technologies from professors and academicians of the Russian Academy of Sciences in order to join the NCPM projects in the future. MSU Sarov is much more than just a university. It offers opportunities not only for acquiring cutting-edge theoretical knowledge but also for participation in basic research at unique world-class facilities.

Noteworthy educational projects in 2022 included the opening of the Andrey Sakharov Cultural and Education Centre Mayak Academy in Nizhny Novgorod. The Mayak Academy has become a beacon of new knowledge, a place of attraction for managers and specialists, engineers, scientists, community leaders, coaches, schoolchildren and students, as well as a venue for educational and awareness-raising events organised by ROSATOM, the Russian Academy of Sciences and the government of the Nizhny Novgorod Region. In 2022, the Centre hosted 15 events in which more than 2,000 people participated in person.

In 2022, we continued to develop our international projects. The central event was the international Global Impact Conference, where experts from 20 countries discussed issues, trends, challenges and new opportunities in education for the coming years. We also held the first meeting of the Impact Team 2050, an international youth advisory body under the Corporation's Director General. At the meeting, 12 young people from 12 countries, including talented researchers, engineers, managers and international activists, expressed their opinions on topical issues of sustainable development and declared their willingness to implement projects jointly with ROSATOM. The IAEA International Task Group on Improving Gender Balance continued its work, and the 4<sup>th</sup> International Women in Nuclear Forum was held, whose participants included Russian and international experts and female tech leaders from 13 countries in Central, Southeastern and Southern Asia, Africa, Central Europe and other regions.

Members of ROSATOM's industry-wide youth community took part in the International Youth Nuclear Congress (IYNC 2022) in Japan. The delegation consisted of 23 young employees from 12 nuclear enterprises. ROSATOM's delegation was one of the biggest at the venue (with a total of over 200 people from 40 countries attending the event). As part of the business programme of the congress, the Corporation's representatives participated in two panel sessions and six technical tracks, made 18 presentations and held three workshops. Russian nuclear engineers demonstrated a high level of professional expertise and willingness to engage in international dialogue.

Importantly, our efforts to promote the development of human capital and our host regions have been acknowledged. In 2022, ROSATOM was included in the top Platinum category in the ranking of the best employers in Russia according to *Forbes*. This shows that ROSATOM is attractive to both current and potential employees in the industry.

I believe that the secret of our success is that ROSATOM has created a special environment of openness and equal opportunities, enabling everyone who joins the Corporation to feel confident about the future and contribute to addressing global issues facing both our country and the world as a whole. We work with cutting-edge technology, but it is people that are at the centre of all our processes, which I believe has invariably been the key to success.



**Tatyana Terentyeva**  
Deputy Director General for HR



Key results in 2022

- The average monthly salary totalled RUB 107,200 (up by 11.4% compared to 2021).
- The personnel turnover rate stood at 10.6%.
- The employee engagement rate in the industry in 2022 remained at 84%, on a par with the best global employers.
- 92% of members of the executive succession pool were appointed to new managerial positions.
- Over 340 employees of ROSATOM and its organisations received government awards, certificates of appreciation and acknowledgements from the President of the Russian Federation.
- Over 11,400 employees and veterans received industry awards.

Awards

- In 2022, ROSATOM was included in the top Platinum category in the ranking of the best employers in Russia according to the *Forbes* business magazine.
- The Corporation’s project titled ‘People, Towns and Cities: a Programme for Shaping a Sustainable Social Environment’ won the #WEARETOGETHER 2022 international award in the Large Businesses category.
- The Corporation was one of the winners of the 2022 Youth Time National Award for Youth Achievements in the Friend of the Young category.
- The New Generation of Intelligence project ranked first in the DevRel and Techno PR category in the 2022 IT HR AWARDS national competition.
- The project titled ‘Ambassadors of Nuclear Science and Technology’ was shortlisted for the educational award by the Russian Znanie Society in the ‘For Contribution to Education in Science and Technology’ category.
- ROSATOM’s Corporate Academy won the Crystal Pyramid 2022 Grand Prix award in the Corporate University of the Year category.
- The project titled ‘ROSATOM’s Running Race of the Divisions’ became a prize winner in the Fitness and Sports Projects category at the Sports and Russia Forum, and won in the Development of a Sporting Culture category at the ‘Investing in the Development of a Healthy Country. Best Corporate Practices 2022’ Forum and in the Best Online Project to Involve Employees in Sports and Promote a Healthy Lifestyle category of the National Corporate Sports Award.
- The Corporation’s managers were included in the Top 1,000 Russian Managers annual management ranking published by the Russian Managers Association and the Kommersant Publishing House.

Key Events in 2022

- The Andrey Sakharov Cultural and Education Centre Mayak Academy was opened.
- The Sarov branch of Lomonosov Moscow State University based at the National Centre for Physics and Mathematics (NCPM) admitted 96 Master’s degree students and 10 postgraduate students.
- ROSATOM became one of the key partners of a large-scale federal project titled ‘Professionality’ launched in 2022. The Corporation completely redesigned 15 programmes in three educational and industrial clusters.

- The Corporation took part in the 3<sup>rd</sup> Global Impact Conference (GIC) with an audience of more than 1 million people.
- The Impact Team 2050 International Youth Advisory Council under ROSATOM’s Director General held its first meeting.
- 1,400 professionals competed in the 7<sup>th</sup> AtomSkills 2022 Industry-Wide Competition.
- The Corporation’s team topped the medal table of the High-Tech International Competition of High-Technology Professions for the eighth time.
- The Corporation’s team won the main prize in the 2<sup>nd</sup> Optimisation and Productivity Competition held as part of the Labour Productivity National Project.
- The team of ROSATOM and NRNU MEPhI competed in 11 out of 29 competences represented at the 4<sup>th</sup> Industry-Wide Professional Skills Competition in the Field of Information Technology DigitalSkills 2022 and won 10 awards.
- At the 2<sup>nd</sup> World Construction Championship, the Corporation’s team won prizes in 16 out of 20 categories and collected 26 medals.
- ROSATOM held the RPS Leaders annual industry-wide forum and the First Competition in the Application of the RPS Techniques and Tools for Primary Work Teams and Small Groups, where over 680 teams from 20 RPS enterprises numbering over 2,500 people put their skills to the test.
- The Corporation held the annual AtomProfi forum for young professionals.
- Two educational expeditions to the North Pole were organised: the Icebreaker of Discovery and the Icebreaker of Knowledge.
- As part of a project to involve the residents of Usolye-Sibirskoye in the town’s public life, 38 webinars on psychology, personal growth, child development and school mediation were arranged in 2022 (with a total reach of 4,395 people). A programme titled ‘Regional Leaders’ was implemented to train successors to be appointed to executive positions in the town’s administration, with training provided for 17 employees of the administration.

>340

EMPLOYEES OF ROSATOM AND ITS ORGANISATIONS RECEIVED GOVERNMENT AWARDS, CERTIFICATES OF APPRECIATION AND ACKNOWLEDGEMENTS FROM THE PRESIDENT OF THE RUSSIAN FEDERATION

3.1. HR POLICY

GRI 3-3 3.1.1. HR policy approaches and principles

ROSATOM implements a motivating HR policy that involves competitive salaries and an extensive benefits package (health insurance, corporate loan programmes, pension plans, health resort treatment and recreation, family programmes, etc.).

The HR policy is aimed at providing ROSATOM and its organisations with the required number of engaged employees having the required skills in a timely and cost-effective manner.

Code of Ethics

ROSATOM has adopted a Code of Ethics and Professional Conduct for Employees. The Code of Ethics communicates ROSATOM’s values and defines the relevant ethical principles of employee conduct when interacting with a wide range of external and internal stakeholders. The rules of conduct set out in the Code concern combating corruption, protecting resources, property and information, occupational health and safety, industrial and environmental safety, conflict prevention and resolving conflicts of interest, as well as maintaining the corporate image.

ROSATOM’s Code of Ethics:



The principles of the HR policy are as follows:

- The areas and priorities of the HR policy must support the achievement of the Corporation’s strategic goals;
- Executives of the Corporation, its organisations and business units are responsible for employee performance;
- Social partnership aimed at aligning the interests of employees and employers;
- Prioritisation of a culture focused on results and continuous improvements in the Corporation and its organisations;
- Systematic training, development and promotion of employees of the Corporation and its organisations in the nuclear industry in accordance with strategic goals;
- Performance-based remuneration contributing to the achievement of strategic goals of ROSATOM and its organisations;
- All employees of the Corporation can express their opinions on the situation in the Corporation and its organisations, give and receive feedback on their performance to/from their executives, and obtain any information on the operations of ROSATOM and its enterprises, except for classified information. .

3.1.2. Key personnel characteristics

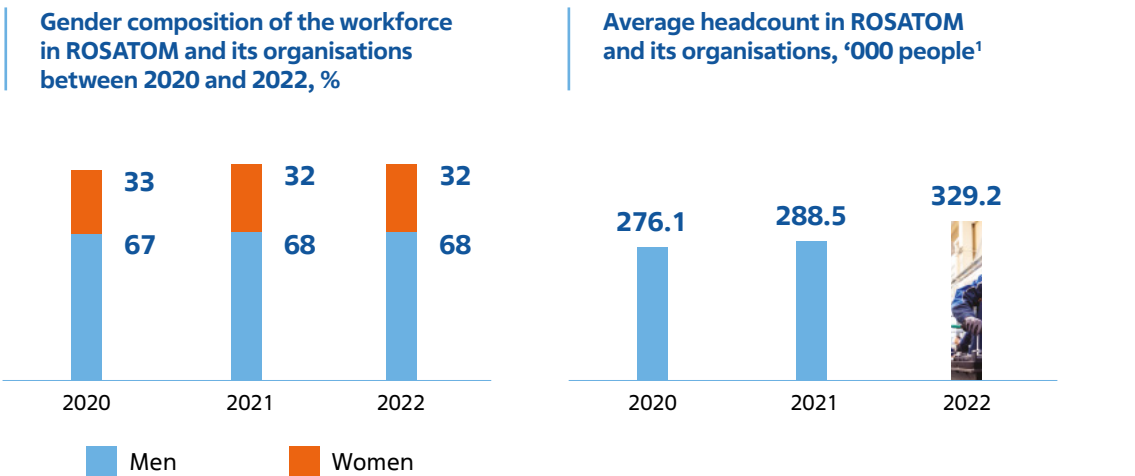
GRI 2-7 In 2022, ROSATOM and its organisations employed 329,200 people (average headcount), including 31,100  
GRI 2-8 people in foreign organisations, branches and overseas representative offices:

Indicator	Headcount, ‘000 people	% of the total headcount
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Headcount by employee category		
Executives	39.7	12.1%
Specialists	132.9	40.4%
White-collar workers	10.6	3.2%
Blue-collar workers	146	44.3%

Headcount by education level		
Employees holding a university degree	184.6	56.1%
Candidates and Doctors of Sciences	3.895	1.2%

The average number of employees working under independent contractor agreements totalled 304 (0.1% of the total headcount).



The male/female ratio in the Corporation is determined by the nature of the industry.

Indicator	Men, % of the total headcount	Women, % of the total headcount
Executives	79.96	20.04
Specialists and white-collar workers	52.60	47.40
Blue-collar workers	79.50	20.50

1. A significant increase in headcount in 2022 was driven by the development of new businesses: PJSC Quadra – Power Generation (11,000 people), LLC MC Delo (8,500 people), expansion of the Digitisation Unit by 5,200 people, and other factors.

The age of employees averaged 43.2 years (46.1 years for executives).

29.3% of employees were aged under 35.

Age of employees	% of the total headcount
Under 35 years	29.3%
36 to 50 years	42.5%
50+	28.2%

**GRI 401-1** During 2022, 72,171 people were hired, which totals 21.9% of the average headcount. 34,884 employees were dismissed in 2022; the personnel turnover rate stood at 10.6%.

**Average headcount by business area<sup>1</sup>, ‘000 people**

Division/complex/organisation	2020	2021	2022
Nuclear Weapons Division	90.03	87.80	87.60
Emergency preparedness units	2.59	2.68	2.93
Northern Sea Route Directorate	2.35	2.32	2.31
Mining Division	7.25	7.33	7.69
Fuel Division	21.95 (0.11)	21.96 (0.12)	23.38 (0.12)
Sales and Trading Division	1.92 (1.26)	1.86 (1.17)	1.88 (1.21)
Power Engineering Division	56.95 (0.78)	57.28 (1.01)	63.55 (7.48)
Mechanical Engineering Division	17.75 (1.85)	18.19 (1.78)	20.37 (0.62)
Advanced Materials and Technologies	0.90	1.17	1.98
Overseas Division	2.70 (1.09)	3.46 (1.45)	4.14 (2.06)
New businesses	0.10	0.15	8.71 (0.01)
Process Control Systems and Electrical Engineering	1.35	1.53	1.67 (0.01)
Engineering Division	31.66 (11.0)	41.66 (19.18)	43.60 (19.39)
Environmental Solutions Division	7.60	8.23	8.38
Innovation Management Unit	9.10	9.16	9.33
JSC Rusatom Infrastructure Solutions	3.03	3.51	15.06
Security units	9.25	9.35	9.40
JSC Rusatom Healthcare	1.45	1.46	1.48
Wind Power	0.31	0.46	0.74
Administrative units	7.80	8.95	9.73
Non-core assets	0.02	0.01	0.00
Integrator	-	-	0.05
Digitisation	-	-	5.18 (0.10)
<b>ROSATOM, total</b>	<b>276.06 (16.09)</b>	<b>288.5 (24.73)</b>	<b>329.2 (31.08)</b>

1. Figures in brackets indicate the average headcount in foreign organisations, branches and overseas representative offices.

ROSATOM’s organisations operate in 71 Russian regions, where they employ a total of 310,900 people<sup>1</sup>.

ROSATOM’s organisations with the highest headcount are situated in the following regions:

- Moscow and the Moscow Region: over 63,000 people;
- Nizhny Novgorod Region: over 34,000 people;
- Chelyabinsk Region: over 30,000 people;
- Saint Petersburg and the Leningrad Region: over 25,000 people;
- Kursk Region: over 23,000 people.

ROSATOM’s organisations operate in 32 foreign countries, where they employ 26,500 people, with the highest headcount in the following countries:

- Bangladesh: 15,700 people;
- Turkey: 3,700 people
- Egypt: 2,900 people;
- CIS countries (Belarus, Kazakhstan, etc.): 2,600 people.

**3.1.3. Personnel costs and remuneration system**

In 2022, personnel costs totalled RUB 562.37 billion, up by 26.7% compared to 2021.

Costs per employee per year increased by 10.9% from RUB 1,531,810 in 2021 to RUB 1,699,150 in 2022.

**Structure of personnel costs, %**

Indicator	2020	2021	2022
Payroll	75.4	75.4	75.8
Insurance contributions	21.0	20.6	20.2
Social and other expenses (including training)	3.6	4.0	4.0

**GRI 2-19 Remuneration system**

ROSATOM’s current remuneration system:

- Provides competitive remuneration matching the level of remuneration in the best companies in Russia;
- Is result-based: the size of an employee’s salary is linked to their efficiency, professionalism and achievement of key performance indicators (KPIs).

ROSATOM has in place a flexible remuneration system which includes a variety of tools ensuring that employees achieve business targets and are closely focused on results.

1. Number of employees on the payroll of ROSATOM’s branches and its organisations. For details, see Appendix 3.



ROSATOM develops KPIs in accordance with the Methodological Guidelines on KPI Development and Application<sup>1</sup>; the KPIs are approved by the Supervisory Board and cascaded from ROSATOM’s top management down to line managers in organisations.

In accordance with the requirements of the Integrated Industry-Wide Remuneration System and the Uniform Industry-Wide Performance Management Policy, the size of the annual bonus paid to employees depends on achieving KPI targets and reflects progress in achieving the key performance targets of the Corporation and its organisations.

In 2022, the average monthly salary in ROSATOM increased by 11.4% compared to 2021 and totalled RUB 107,200 per month. This was possible largely due to the ongoing improvement of labour productivity and operational performance, and cost control.

3.1.4. Executive succession pool

In order to ensure succession and train employees to be appointed to managerial positions, an executive succession pool (ESP) is being formed and developed in ROSATOM.

In order to select development programmes that are best suited to the target positions of ESP members, the ESP is divided into four levels:

- ROSATOM’s Assets and ROSATOM’s Assets. Basic Level (top and senior executives);
- ROSATOM’s Capital (middle-level executives);
- ROSATOM’s Talents (promising specialists and junior executives).

Since the establishment of the executive succession pool, the number of its members has exceeded 5,900.

KNumber of ESP members with a breakdown by gender

Gender	2020		2021		2022	
	Number	Share	Number	Share	Number	Share
Men	3,918	78%	4,279	77%	4,614	78%
Women	1,093	22%	1,186	23%	1,306	22%

Appointments of ESP members to a new position, %<sup>2</sup>

	2020	2021	2022
Share of ESP members appointed to vacant top and senior executive positions (top 30 and top 1,000 executives in the industry)	68.17	70.37	70.82
Share of ESP members among senior, middle-level and junior executives appointed to a new (management) position	79.65	91.02	92

1. Approved by Order No. 3579-r of the Government of the Russian Federation dated 28 December 2020.  
2. Since 2018, the calculation of the indicator has changed: the promotion of succession pool members was assessed based on the number of ESP members appointed to new positions over the last three reporting years. Between 2020 and 2022, the assessment focused on the share of promoted ESP members who had been included in the ESP in 2018 and 2020 respectively.

A special feature of succession pool development programmes is their practical focus. Executives not only complete training modules, but also work on their own projects contributing to the achievement of the Corporation’s strategic goals.

GRI 404-2 Training as part of ESP development programmes

ESP level	Development programme	Key training topics	2020	2021	2022
Senior executives	ROSATOM’s Assets	Shaping the Future, Virtuosos of Management, Communication in Times of Change, Marketing, Finance	368	391	416
	ROSATOM’s Assets. Basic Level	Strategy, Leadership and People Management, Change Management and Horizontal Interaction, Marketing, Finance	368	427	491
Middle-level executives	ROSATOM’s Capital	Leadership and Project Management, Advanced Leadership Skills, Data Management, Situational Leadership	2,060	2,271	2,448
Junior executives	ROSATOM’s Talents		2,215	2,376	2,565
Total			5,011	5,465	5,920

3.1.5. Successor assessment

An innovative approach to assessing high-potential employees has been introduced in order to improve the quality of succession plans and the transparency of employee promotion processes. The methodology is based on the best practices adopted in major international companies and was piloted in 2018. Executives are involved in talent assessment and are responsible for developing succession plans. This helps to reduce the duration and cost of assessments. In order to share experience and ensure that decisions are made objectively, the assessment methodology involves the possibility of cross-functional/cross-divisional cooperation, whereby executives participate in the assessment of other executives who are candidates for managerial positions. Succession candidates are assessed in terms of their commitment to corporate values, the relevant professional and managerial experience and knowledge, motivation and potential.

In 2022, 2,857 candidates for executive positions in all of the Corporation’s core Divisions (more than 80 organisations) were assessed by executives of the organisations and holding companies.

GRI 404-2 3.1.6. Career counselling

To achieve the goal of being the best in unlocking talent in accordance with ROSATOM’s 2030 Vision, individual career counselling has been provided in the Corporation since 2020. This service helps employees to identify their strengths, decide on their next career move and initiate a career development discussion with their manager. There are currently 54 career counsellors working in the industry. A retraining programme for HR specialists has been developed and piloted; it offers a fast and effective way to expand the pool of career counsellors in the industry.

In 2022, 1,678 consultations were held in more than 70 organisations in the industry. In 2022, the service was highly rated by employees (84% are willing to recommend career counselling to their colleagues). Counselling is available both offline and online. In addition, the service provides support to employees going through a career crisis and helps them to shape their future career strategies.

3.1.7. Employee training

The development of employee competences is a major priority of ROSATOM’s HR policy.

Training for specialists and executives in the industry is provided primarily by the Autonomous Non-Profit Organisation Corporate Academy of State Corporation Rosatom (hereinafter referred to as the Rosatom Corporate Academy), including its new venue, the Andrey Sakharov Cultural and Education Centre Mayak Academy, and the Autonomous Non-Profit Organisation Rosatom Technical Academy (hereinafter referred to as the Rosatom Technical Academy). Currently, both Academies are full partners of ROSATOM in achieving its strategic objectives; they implement projects directly relevant to prioritised areas of business development.

The Rosatom Corporate Academy, which celebrated its 10<sup>th</sup> anniversary in 2022, implements programmes aimed at developing leadership and business competences, management training, developing corporate functions, encouraging the best graduates and professionals to work in the industry, competence evaluation, career counselling, training blue-collar workers and engineers, developing the corporate culture, the youth community and the safety culture.

The Rosatom Corporate Academy plays a leading role in ROSATOM’s key projects: People, Towns and Cities, which is focused on building a sustainable social environment in the towns and cities where ROSATOM operates; Acceleration, which is aimed at reducing red tape; Blue-Collar Workers and Engineers for Production Growth and Technological Development; Safety Culture Development in ROSATOM, Ambassadors of Nuclear Education, and ROSATOM’s Values. New projects and programmes are rolled out every year, such as the L&D Academy for methodologists involved in educational programmes, the {In}Visible Power leadership programme for female executives, sustainability initiatives, etc.

Opened in 2022, the Andrey Sakharov Mayak Academy in Nizhny Novgorod hosts programmes and industry events for engineers, researchers, managers, trainers, specialists in various areas and community leaders. In addition, educational and awareness-raising events are organised on behalf of the Russian Academy of Sciences, the Government of the Nizhny Novgorod Region and, of course, ROSATOM itself. The Andrey Sakharov Mayak Academy has become a top venue for employees in the nuclear industry and participants of major federal initiatives, with 15 events held in 2022 and attended in person by more than 2,000 people.

The portfolio of the Rosatom Corporate Academy comprises more than 550 training programmes. These include online and video courses, face-to-face and mixed-format programmes. A variety of training formats are used. They include conventional, innovative and even experimental ones, for instance, the edutainment format, which helps to make the learning process exciting, or My Best Mistake sessions, during which managers tell trainees about those mistakes from which they have been able to learn. Yet another example of an experimental format is immersive oculography: employee training and testing through simulation of a workplace situation in virtual reality.

As part of a microlearning project, 68 videos on vocational topics (digital skills, the Internet of things, project management, etc.) have been developed; 53 of them have garnered more than 1,000 views.

One of the main objectives of the organisation is to create an ecosystem for human development to meet today’s challenges. In 2022, the amount of face-to-face and online training delivered by the Rosatom Corporate Academy (measured as the number of participants multiplied by the number of completed

courses) exceeded 1 million person-courses. Over 4,300 events were held during the year, including 2,800 training events. The overall reach of training and development activities exceeded 15 million user touchpoints.

The Rosatom Technical Academy specialises in continuing professional education and retraining of executives and specialists in the nuclear power industry. It is ROSATOM’s educational, research and guidance centre focused on the safe use of nuclear energy, state security, operational and supporting processes. In addition, the Rosatom Technical Academy is an international platform for knowledge sharing and competence development in the nuclear industry; it also acts as a technology integrator providing training for the personnel of nuclear power plants.

The Rosatom Technical Academy has the status of the world’s first IAEA Collaborating Centre which works in three programmatic areas: nuclear knowledge management, human resource development for nuclear power and nuclear security, and non-energy applications of nuclear and radiation technologies.

In addition, the Rosatom Technical Academy is a member of the Moscow Centre of the World Association of Nuclear Operators (WANO) under the auspices of JSC Rosenergoatom.

The portfolio of the Rosatom Technical Academy comprises more than 400 continuing professional education programmes focused on nuclear and radiation safety, industrial safety, information security, occupational safety and health, NPP operation, design and construction, IT solutions that do not rely on imported technology, etc. The Rosatom Technical Academy conducted 1,021,100 man-hours of training in 2022, including 450,000 man-hours for foreign professionals as part of ROSATOM’s international commitments in the sphere of NPP construction.

GRI 404-1 Overall, 67% of employees across the industry were covered by training programmes in 2022. The number of training hours per employee averaged 40.07 hours<sup>1</sup>.

Percentage of employees in the nuclear industry who underwent training in 2022, %

Executives	15.3%
Specialists and white-collar workers	47.5%
Blue-collar workers	37.2%
Gender	
Male	69.3%
Female	30.7%

1. Based on the actual number of employees on the payroll. Based on the average headcount, the figure stood at 41.06 hours per employee.



Average annual training hours per employee in the nuclear industry by gender, hours

Gender	2022
Male	46.67
Female	27.09

Average annual training hours per employee in the nuclear industry by category, hours

Employee category	2020	2021	2022
Executives	51.5	72.0	73.9
Specialists and white-collar workers	24.4	35.6	36.0
Blue-collar workers	31.3	44.3	37.1

Training hours in the nuclear industry by employee category, hours

Employee category	2022
Executives	2,937,943.26
Specialists and white-collar workers	5,162,131.71
Blue-collar workers	5,417,416.70

Personnel training for overseas customers as a business

In 2022, the Corporation completed an investment project titled ‘Development of the Rosatom Technical Academy between 2018 and 2022’. The goal of the project was to launch an integrated export product, namely training and continuing professional education for personnel operating nuclear infrastructure, contractor personnel and operating personnel of Russian-design nuclear power plants under construction abroad, in order to increase industry profits and fulfil ROSATOM’s international obligations.

As part of the project, 167 new-generation instructors were trained who are fluent in English, have knowledge of the best training practices and the qualifications required for the supervisory and operating personnel of NPPs in operation.

During 2022, they took part in the training of personnel for overseas NPPs, namely Rooppur, Akkuyu, El Dabaa, and Paks II NPPs: they provided theoretical and simulator training, developed teaching materials and acted as interpreters for personnel doing internships at Russian NPPs.

To give greater focus to practical training, the sites of the Rosatom Technical Academy in Saint Petersburg, Novovoronezh and Obninsk have been equipped with state-of-the-art analytical simulators of the NPP control room; the Novovoronezh site has also been equipped with a full-scale simulator. All this has enabled ROSATOM to develop a top-quality educational product that is unique in the world.

Commissioned training equipment:

Obninsk	Novovoronezh Branch	Saint Petersburg Branch
NPP-2006 multifunctional simulator for the NVNPP-2 and LNPP-2 projects	Full-scale simulator and NPP-2006 multifunctional simulator for the NVNPP-2 and LNPP-2 projects Training facility for practising the skills required for safe work in confined and enclosed places Training facility for practising the skills of maintenance and repair of thermal and electrical equipment at NPPs and TPPs	NPP-2006 multifunctional simulator for the NVNPP-2 and LNPP-2 projects

As part of cooperation with international customers under contracts for NPP construction abroad, by year-end 2022, the Rosatom Technical Academy provided training for 2,325 people.

Personnel training for the Belarusian NPP was completed in full (631 people); this is the first power plant for which ROSATOM has provided comprehensive personnel training.

A total of 605 people completed training to operate Rooppur NPP in Bangladesh (42% of the NPP personnel requirements); 776 people underwent training to operate Akkuyu NPP (Turkey) (60% of the NPP personnel requirements).

Between 2019 and 2022, the Rosatom Technical Academy provided training for 280 repair and maintenance specialists for overseas NPPs.

The first 60 specialists from Egypt started their training to work at El Dabaa NPP in 2022.

Currently, the Rosatom Technical Academy is providing training for 357 specialists working at four nuclear power plants: Rooppur, Akkuyu, El Dabaa, and Paks NPPs.

In addition, in 2022, the Technical Academy started to provide training at foreign customer sites in Bangladesh and Turkey. The Academy is ready to provide its own human resources, equipment and facilities for all simulator training programmes.

In 2022, the Rosatom Technical Academy generated RUB 1.1 billion in revenue from this business outside the scope of the Corporation (2021: RUB 1.46 billion).

Other educational and methodological services of the Rosatom Technical Academy are also in demand on the open market; these include the training of non-operational personnel under programmes included in the product portfolio.

Distance learning

GRI 404-2 ROSATOM continues to develop distance learning formats in order to create a comprehensive digital learning environment. In 2022, the share of distance learning in the industry reached 37%.

Training remains accessible on any device anywhere 24/7 through the RECORD Mobile training platform. The RECORD Mobile platform is available as both a mobile app and a web app. In 2022, users of the platform completed 1,188,182 training courses totalling 1,351,230 man-hours (an increase of 13% over 2021). The catalogue of the app contains 3,472 units of educational content. The number of courses available on the platform more than doubled in 2022. During the reporting year, almost 40,000 new users signed in on the platform (162,426 users at year-end 2022, including 43,076 active users, i.e. those who completed at least eight hours of training during the year). On average, users open the app 2,190 times a day (530 more times than in 2021). The user satisfaction rating stands at 4.2 out of 5 points.

In 2022, new functionality was introduced on the platform enabling users to create and upload their own courses; 22 users created their own original courses and shared them within the industry. In addition, an English version of the application is now available for overseas employees.

In 2022, junior and middle-level executives continued to receive training as part of the Executive E-School industry-wide programme, which is aimed at promoting a uniform approach to the development of managerial competences in the industry and providing high-quality training for executives and their successors. 14,637 employees took lessons at the School in the reporting year; a total of 27,088 people have completed training at the School since its establishment in 2019.

In order to maintain traditions and preserve the acquired expertise, provide opportunities for dialogue within the expert community, solve ‘real-life’ cases and establish a base of lessons learned, the Corporation develops technological schools based on industry centres of expertise. Two new schools were launched in 2022: the IT School (at JSC Greenatom) and the School of Design Engineers (at JSC Atomenergoproekt). In 2022, more than 250 people completed training at the IT School in five disciplines: JS Junior, JS Full Stack, 1C Analyst, 1C Developer, and DevOps Basics. 363 people completed training at the School of Design Engineers.

GRI 404-2 **Training in digitisation**

To achieve technological leadership, ROSATOM continued to take steps to improve digital literacy among its employees. 41,877 people have completed digital literacy training. This helps to meet the industry’s demand not only for talented IT specialists, but also for a high level of digital culture among all employees without exception.

Two programmes have been implemented to support the development of digital competences of executives of ROSATOM’s enterprises: the Digital Production Management programme run jointly with Peter the Great St. Petersburg Polytechnic University and the Digital Transformation Management programme targeted at chief digital officers, which is a joint project with the SKOLKOVO School of Management. The coverage of the programmes has exceeded 250 person-courses.

In the reporting year, a new event was held for IT specialists: the IT Core conference, where representatives of the country’s largest companies discussed the role of digital specialists in ensuring Russia’s technological sovereignty, as well as matters related to cooperation between major Russian businesses and students and teachers in the training of IT specialists.

The amount of training as part of a programme to assist end users in the transition to domestic software (Astra Linux and My Office) totalled 154,399 person-courses.

Information security is a top priority of ROSATOM’s digitisation programme. The goal of the information security culture is to develop those competences that every individual will need in the age of global digitisation. In 2022, the relevant events hosted by the Rosatom Corporate Academy were attended by more than 1,000 participants. More than 92,500 people completed remote courses on the RECORD Mobile platform.

In 2022, a total of 1,108 information technology and information security specialists of ROSATOM’s organisations completed professional development programmes in information security, programming, network and system administration at the Rosatom Technical Academy. New training programmes on the DevOps methodology and the Java programming language for software engineers were developed and implemented. To maximise the share of practical training in training programmes, ROSATOM uses a virtual classroom designed in-house and based on software that does not rely on imported technology. A cyber range has been put into operation; it is widely used in the training process to exercise practical skills required for responding to cyberattacks. A conference titled ‘ROSATOM. Information Security 2022’ was held for industry specialists in information security; it was attended by more than 200 representatives of the industry.

GRI 404-2 **Building a continuous development ecosystem**

The Corporation continues to build an ecosystem for continuous development of engineering competences at each stage of the talent pipeline:

- ROSATOM’s Juniors for schoolchildren aged between 10 and 17;
- New Talents for students aged between 17 and 25;
- ROSATOM’s Professionals for industry employees aged 18+.

More than 62,000 schoolchildren, more than 300 teachers and over 80,000 representatives of the parents’ community were involved in activities forming part of the ROSATOM’s Juniors project aimed at promoting engineering and blue-collar skills prioritised by ROSATOM among the younger generation and creating an environment for widespread advancement of engineering and technical creativity. 540 people participated in ROSATOM’s Juniors project engineering sessions in 2022. Young researchers developed and presented 30 team projects. Preschoolers displayed their projects for the first time.



Members of ROSATOM’s Junior Council continued their work in 2022. They implemented 10 project ideas and initiatives.

More than 20 events and training courses for the Corporation’s employees were held by Centres for Continuous Development of Engineering Competences; these were attended by over 700 people from 21 Divisions and 100 enterprises of the Corporation, including over 450 blue-collar workers and engineers from 38 towns and cities.

ROSATOM’s experts took part in marking mock exams taken by more than 2,000 students. The average level of competences was assessed at 54.5% (up by 6% compared to 2021 and 10% compared to 2020).

The Winter and Summer Student Workshops and online workshops covering 18 competences (+13 competences compared to 2021) were held under the guidance of leading educators and experts in the industry. The programme was completed by more than 500 college and university students. In addition,



Competence Days covering 13 industry competences were organised, with more than 15,000 students watching the broadcasts.

In 2022, the Corporation became one of the key partners of the Professionalism Federal Project, which is aimed at providing fast and high-quality vocational training for college students. To date, ROSATOM has fully redesigned 15 training programmes in three colleges (Kursk Assembly College, Ozersk Institute of Technology of NRNU MEPhI and Ozersk Technology College); it actively incorporates its own know-how into the programmes and shares it with all industrial enterprises and Russian regions. More educational institutions will soon join the project. 430 people have been enrolled in the first year of the project's programmes.

#### GRI 404-2 Training supporting the achievement of strategic goals

In 2022, 17 industry competence centres specialising in production and technology development held more than 450 online and face-to-face training events, with training provided for more than 15,000 people. These included around 220 teachers from partner educational institutions, over 1,500 schoolchildren, around 2,000 students and 11,240 employees and managers from organisations in the industry. Over 10 educational programmes and over 50 units of distance learning content were developed.

To achieve the strategic goals of reducing production costs and the lead time, the Corporation continues to provide training in the ROSATOM Production System (RPS), which helps to preserve and accumulate knowledge about lean manufacturing. In 2022, the scope of RPS training programmes totalled 85,630 person-courses.

ROSATOM continues to implement a large-scale programme for line managers and small group leaders on the shop floor, which covers more than 3,000 people. The programme includes four focus areas:

1. The Production League, a voluntary professional community for sharing experience and dealing with emerging production issues. In 2022, the Production League helped resolve 55 issues;
2. The Change Maker practical workshop, as part of which over 1,000 people have already received training; their satisfaction with the programme is assessed at 91%;
3. Line Manager Days; these are meetings of line managers and small group leaders with executives of the enterprises. 19 Line Manager Days were held, and over 500 questions were answered;
4. A new area was included in the programme in 2022, namely the RPS Competition for Small Groups and Primary Work Teams. Overall, economic benefits in the enterprises participating in the programme for the second year increased by RUB 63.7 million.

Today, the Corporation gives special focus to executives, especially frontline managers. These are not only opinion leaders, but the foundation on which all processes in the Corporation are built. With this in mind, the First Line development programme for line managers has been launched; in 2022, the programme reached an unprecedented scale, with more than 18,000 people across 150 enterprises in the industry participating in 35 events.

Work continued on the project titled 'Mission: Talent', which is aimed at creating an environment for unlocking human potential, with the reach of in-person and online initiatives under the existing road maps exceeding 15,000 people. Over 1,300 employees of the Corporation, representatives of partner organisations and governments of ROSATOM's host towns and cities took part in in-depth interviews and answered questions as part of questionnaire surveys and the monitoring of the environment for unlocking human potential. Information obtained as a result of these activities has served as input for the development of the 'Mission: Talent' environment index, which is a tool for managing its development. In 2022, over 6,500 residents of ROSATOM's host towns and cities, including schoolchildren, students and teachers, were involved in the work of project teams. A BarCamp was held for management teams; it was attended by more than 120 people, including representatives of 23 enterprises of the Corporation from 19 nuclear towns and cities, as well as employees of 40 partner organisations.

During the year, as part of the Global Professionals comprehensive development programme for globalisation leaders and participants, 863 people participated in six business clubs focused on international topics. As part of the Global Professionals programme, 99 people are receiving training in a mixed format (face to face and remotely), and 463 people are receiving training remotely.

In 2022, 2,245 specialists from the Corporation's Divisions involved in the design and construction of nuclear facilities participated in professional training programmes.

The Rosatom Technical Academy together with JSC Atomenergoproekt has participated in the launch of the School of Design Engineers and in the implementation of pilot training programmes on modern approaches to the design and construction of NPPs and nuclear facilities; 77 people have successfully completed this training.

In 2022, 2,835 people completed training as part of Rosatom English programmes, of which 1,101 people were coached by a tutor, and 439 people took industry-specific tests; in addition, 8,600 people took part in activities forming part of an English learning ecosystem.

15 people completed training as part of the Voice of Rosatom industry-wide programme in English designed to form and train a pool of ROSATOM's speakers, and 25 people became certified speakers following an assessment.

To achieve the strategic goal of developing new products for the Russian and international markets, the Corporation continued to implement the programme titled 'ROSATOM's New Products'. In 2022, 52 participants underwent training. Following the completion of training, they presented 23 projects for review. The scope of distance learning in 2022 exceeded 3,500 person-courses.

The Rosatom Corporate Academy continues to provide training as part of a programme titled 'Application of Polymer Composite Materials in the Nuclear Industry', which has been completed by employees of 16 nuclear organisations that participate in the implementation of projects to introduce polymer composite materials in the industry.

About 100 young scientists took part in ROSATOM's science schools in 2022.

In 2022, ROSATOM was systematically developing training in corporate functions, including the Procurement, Logistics and Quality School; the Law School; the HR School; the Project Management School; development programmes focused on the information security culture and property management. A total of over 25,000 people completed the relevant training online and in person.

The 2<sup>nd</sup> Industry-Wide Safety Leaders' Forum of ROSATOM was held; it was attended by more than 1,000 people. In the reporting year, the scope of face-to-face and remote training programmes focused on the culture of safe behaviour exceeded 120,000 person-courses. A total of 165 industry trainers completed training between 2019 and 2022, including 129 trainers in 2022. In the reporting year, eight organisations of the Corporation joined the project titled 'Developing a Culture of Safe Behaviour in ROSATOM'.

The L&D Academy continued to provide training for methodologists involved in educational programmes, with the 2022-2023 cohort comprising 150 participants.

#### Development of the youth community in the nuclear industry

The Corporation continues to actively develop the youth community. In 2018, an Industry-Wide Youth Council was established in the industry in order to represent young employees of ROSATOM's enterprises aged under 35. In 2022, the Youth Council assisted in organising a number of activities for young employees: development and educational projects, Youth Communication Days, and events aimed at promoting international youth collaboration.

ROSATOM's delegation comprising 23 young employees of 12 nuclear enterprises took part in the International Youth Nuclear Congress (IYNC 2022) held in Japan. To promote the development of international youth cooperation, a strategic session hosted by the BRICS Youth Energy Agency (YEA) was held as part of the ATOMEXPO 2022 International Forum, and the Global Partners Network initiative was launched. It is a global community of young innovators and entrepreneurs from nuclear and related high-technology sectors searching for and implementing major socially important projects.

In addition, young employees of ROSATOM take part in annual federal youth events, such as the Working Youth Forum, the Tavrida.ART Festival, the Youth Days of the Russian Energy Week, the St. Petersburg Economic Forum and the Russian Occupational Safety Week, the #WeAreTogether International Forum of Civil Participation, etc.

The final event of the year was the AtomProfi industry-wide forum for young professionals, the largest youth event in the nuclear industry, which was attended by 600 schoolchildren, students and employees of the Corporation. The programme of the AtomProfi forum featured a wide range of educational activities and debates; in addition, an overview of results achieved in 2022 and action plans for 2023 for the development of the youth community in the industry were compiled and presented to the Director General of ROSATOM.

A significant aspect of the support and development of the Corporation's youth community is the development of student construction teams (SCTs) in the nuclear industry. The total number of participants of student labour projects increased by 18.4% compared to 2021 and reached 2,144 people, which is an all-time high since the start of the project in 2008.

Training was organised for 2,144 students during the winter and summer seasons at 10 of ROSATOM's construction sites in Russia and abroad. As many as four Nationwide Student Construction Projects were launched simultaneously for the first time: Peaceful Atom – MBIR (Dimitrovgrad, Ulyanovsk Region), Peaceful Atom – PRORYV (Seversk, Tomsk Region), Norilsk (Norilsk, Krasnoyarsk Territory) and Peaceful Atom (Ozersk, Chelyabinsk Region). Student construction teams were involved in the construction of a total of 10 facilities, three of them in the international arena: in Turkey (Akkuyu NPP), Bangladesh (Rooppur NPP) and Egypt (El Dabaa NPP).

### Career opportunities for female employees in the industry

ROSATOM is actively developing programmes aimed at expanding opportunities for the professional fulfilment of the Corporation's female employees. In 2022, a four-month leadership development programme titled '[in]Visible Power' was launched for female executives. Its participants included 38 junior managers, with plans to scale up the programme to cover 1,500 people in 2023.

Systematic work is underway to study existing obstacles and develop measures to support the professional development of women in the nuclear industry. For instance, the Corporation has taken part in the first industry-wide study on gender balance in the nuclear industry conducted by the OECD Nuclear Energy Agency in 34 countries. ROSATOM's representatives are also participating in an IAEA working group developing guidance on equal opportunities for countries with a nuclear industry. Proposals that take into account the special needs of women working in the high-technology sector have been prepared for the National Action Strategy for Women for the period from 2023 through 2030.

# 1,500

## MEMBERS OF THE WOMEN IN NUCLEAR COMMUNITY

The reporting year saw the expansion of the Women in Nuclear community, which comprises 1,500 members from 37 constituent entities of the Russian Federation, as well as Turkey, Kazakhstan, Indonesia, India, South Africa and other countries. Members of the community have implemented over 100 social projects aimed at creating an environment for career development of female professionals in the high-technology sector. This included five mentoring sessions for female students of technical universities, an accelerator for social projects in the Arctic, environmental initiatives and a number of experience-sharing events, including the 4<sup>th</sup> International Women in Nuclear Forum, on the sidelines of which a number of international cooperation agreements were signed.

### 3.1.8. International cooperation in education

ROSATOM is actively promoting Russian engineering education abroad to popularise it and strengthen the Corporation's positions on the global nuclear technology market. ROSATOM is creating educational infrastructure required for personnel training in partner countries and is developing national nuclear education systems using Russian educational technology.

Foreign students study nuclear and related disciplines at Russian universities. Foreign students attend National Research Nuclear University MEPhI (NRNU MEPhI), as well as ROSATOM's core universities and partner universities: Tomsk Polytechnic University (TPU), Saint Petersburg State University, St. Petersburg Polytechnic University, Dmitry Mendeleev University of Chemical Technology of Russia, Moscow Power Engineering Institute, Far Eastern Federal University, Ural Federal University, Moscow Institute of Physics and Technology, Moscow State University of Civil Engineering, Bauman Moscow State Technical University, Alekseev Nizhny Novgorod State Technical University and National University of Science and Technology MISIS.

In 2022, more than 2,000 foreign students from 65 countries, including Armenia, Vietnam, Rwanda, Bolivia, Uzbekistan, Turkey, Bangladesh, Jordan, Egypt, Algeria, Nigeria, Kenya, Kazakhstan, Congo, Ethiopia, Hungary, Serbia, Bulgaria, South Africa, Ghana and other countries, studied at Russian universities.

ROSATOM's core universities continue to successfully implement international educational programmes in cooperation with foreign universities in ROSATOM's partner countries: Egypt, Bolivia, Brazil, Ghana, Armenia, Kazakhstan, Bangladesh and Rwanda (with a total of 15 programmes run by NRNU MEPhI,



Tomsk Polytechnic University, Saint Petersburg State University, Lomonosov Moscow State University and Alekseev Nizhny Novgorod State Technical University).

The Corporation continues to develop overseas branches of its core universities. In the 2022/2023 academic year, 310 people were studying at the Tashkent Branch of NRNU MEPhI under four educational programmes. At the end of this academic year, the first cohort of students will graduate from the university.

On 12 September 2022, a branch of NRNU MEPhI was opened in Almaty (Kazakhstan); two educational programmes were launched on 1 October, with 94 students currently studying under the programmes.

Foreign students show considerable interest in hackathons held with support from ROSATOM, or HackAtoms. These are competitions of student teams on nuclear topics. In 2022, such HackAtoms were held in Kazakhstan, Argentina, Bulgaria, Hungary, Armenia and Bolivia.

In order to help to provide employment for graduates of Russian universities which are members of the Association of Universities ‘Consortium of Core Universities of ROSATOM’, a number of career events are held to establish contact between foreign employers and graduates. More specifically, NRNU MEPhI and Tomsk Polytechnic University hosted ROSATOM’s Career Days for international students, which were attended by representatives of foreign operators, regulators, national atomic energy commissions and nuclear infrastructure organisations. The events were attended by more than 220 students of core universities and 20 organisations from Azerbaijan, Armenia, Belarus, Kazakhstan, Kyrgyzstan, Egypt, Ghana, Nigeria, Uzbekistan, Bangladesh, Brazil, Bolivia and Zambia.

Together with Russian universities, the Rosatom Technical Academy runs Train-the-Trainers professional development courses for educators and employees in the industry with a focus on the application of radiation and nuclear technologies in industry and education. The aim of the courses is to support talent development in a partner country. Overall, more than 130 foreign participants from 28 countries joined Train-the-Trainers courses in 2022.

### 3.1.9. Employees’ participation in external and industry-wide professional competitions

**Leaders of Russia.** Employees of ROSATOM and its organisations actively participate in the Leaders of Russia national management competition. 1,083 executives of the Corporation participated in the fourth season of the competition; five of ROSATOM’s employees, including two women, won the super finals.

**Competitions and professional events.** Employees in the nuclear industry achieved impressive results in professional events and competitions. ROSATOM’s team topped the medal table of the High-Tech International Competition of High-Technology Professions for the eighth time. More than 230 employees from 10 divisions in the industry, as well as students and teachers from NRNU MEPhI took part in the competition. The team members won a total of 61 awards: 20 golds, 27 silvers and 14 bronzes. This is the highest medal count in the history of the competition.

**AtomSkills Industry-Wide Competition.** This is the world’s largest corporate professional skills competition. In the reporting year, more than 1,400 people from 40 regions of Russia took part in the event and competed in 39 professional competences. 16 teams from the Engineering, Power Engineering, Mechanical Engineering, Fuel and other Divisions of ROSATOM took part in the competition. Traditionally, the competition featured about 200 students from nine universities led by the Corporation’s core university, NRNU MEPhI, as well as specialists from a number of large industrial companies, such as SIBUR, EVRAZ, etc. In addition, a junior programme was held for the first time; it was prepared by the Junior Council of the Corporation and ambassadors of the ROSATOM’s Juniors movement.

**DigitalSkills.** In September 2022, the team of ROSATOM and NRNU MEPhI competed in 11 out of 29 competences represented in the 4<sup>th</sup> Industry-Wide Professional Skills Competition in the Field of Information Technology DigitalSkills 2022 and won 10 awards.

**Optimisation and Productivity Competition.** The 2<sup>nd</sup> Optimisation and Productivity Competition held as part of the Labour Productivity National Project featured more than 400 contestants and experts across eight competition areas. ROSATOM was represented in the competition by 53 representatives of six divisions in the industry. The Corporation’s team won the main prize of the Competition, the Trophy for the Highest Overall Score, having scored the highest number of points in the ‘Engineering Thinking. Karakuri’ competence.

**World Construction Championship.** The Corporation’s team participating in the 2<sup>nd</sup> World Construction Championship comprised 165 people and won prizes in 16 out of 20 categories. ROSATOM’s team won 26 medals: four bronzes, 13 silvers and nine golds, including in one of the biggest and most prestigious categories, The Best Construction Site, where the Corporation ranked first and second.

#### ROSATOM’s participation in competitions and awards won in 2022

Competitions	Competences represented	Total medal count	Gold	Silver	Bronze
National competitions					
High-Tech 2022	25	61	20	27	14
2 <sup>nd</sup> Optimisation and Productivity Competition	4	7	3	2	2
DigitalSkills 2022	11	10	4	1	5
2 <sup>nd</sup> World Construction Championship	20	26	9	13	4
Total	-	104	36	43	25

#### ROSATOM’s Person of the Year

An industry-wide recognition programme titled ‘ROSATOM’s Person of the Year’ covers three key areas: divisional professions, corporate professions and special nominations put forward by the Director General. The main selection criteria in these categories include performance, engagement, commitment to ROSATOM’s values and professional qualities of the participants. An employee can become a nominee for the recognition programme independently, with approval from their line manager, or be nominated by their line manager or colleagues.

The purpose of the recognition programme is to reward outstanding employee achievements, encourage employees to contribute to the overall performance, and highlight the role model of leaders and teamwork on a project.

The number of applications submitted by employees in the nuclear industry in 2022 for the anniversary 10<sup>th</sup> ROSATOM’s Person of the Year Industry-Wide Recognition Programme reached a record high of 3,520 applications, up by 23% year on year. This is an all-time record in the history of the programme, with a total of about 20,000 applications submitted since its launch.

The competition featured workers, engineers, researchers and employees of corporate functions. A record number of finalists were chosen: 543 employees won awards in 68 team and individual categories. In addition, a special prize marking the anniversary of the programme was awarded by the Chairman of the Supervisory Board for projects that have made a significant impact on the Corporation's development over the past 15 years.

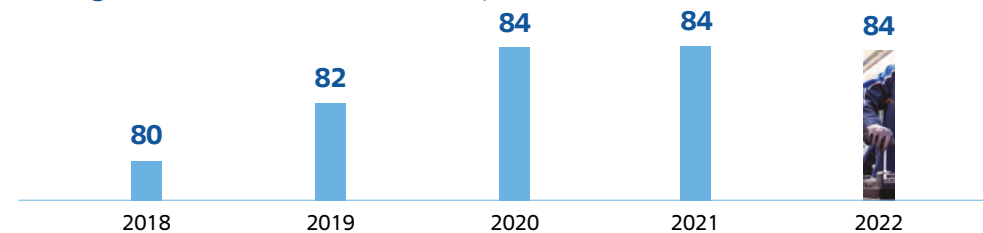
Programme finalists were invited to the award ceremony together with an accompanying person: a spouse or a child over 12 years of age. In addition to the traditional 'atomic Oscars', mini statuettes were made for the winning teams to commemorate the anniversary of the industry-wide recognition programme, so that each finalist could keep a memento of the celebrations, while the big statuette was sent to the organisation. In addition, first-, second- and third-class ROSATOM's Person of the Year anniversary medals and exclusive personalised solar-powered watches were made for the finalists.

The 2022 awards ceremony was held in 2023 in Saint Petersburg and was attended by 1,200 guests. In addition, on the previous day, an anniversary corporate film titled 'This is US' was screened; it featured finalists of the programme from various years.

### 3.1.10. Employee engagement<sup>1</sup>

In 2022, the employee engagement rate in the industry remained at 84%, on a par with the world's best employers.

**Changes in employee engagement rate in ROSATOM and its organisations between 2015 and 2022, %**



In 2022, in addition to an employee engagement survey, the Corporation conducted two pulse surveys (in June and October) to assess employees' emotional state. During the year, the employee engagement rate was maintained at a high level, with pulse surveys showing an engagement rate of 82% (June) and 84% (October).

A change support team (CST) is an important tool for driving transformation across the industry. Projects implemented by CSTs enable the Corporation's management to gain an insight into people's major concerns and identify areas that require more attention. Participation in a CST project provides employees with opportunities for personal development and the acquisition of team management and leadership-without-authority skills, as they learn to influence, convince, form and motivate teams.

The findings of the annual employee engagement survey indicate that CST members are more engaged than people in the industry on average, with a difference of several percentage points. In addition, 91% of CST members said that they understood how their company contributed to achieving ROSATOM's 2030 Vision.

1. Engagement is an emotional and intellectual state encouraging employees to do their job to the best of their abilities. Employee engagement surveys have been conducted in the Russian nuclear industry since 2011 under the international methodology with assistance from an independent expert organisation. The engagement rate is defined as the share of engaged employees as a percentage of the total number of respondents.

In 2022, more than 6,600 employees in the industry were involved in change projects through the CSTs. They took part in the implementation of 64 new projects supporting ROSATOM's key initiatives, 42 of which formed part of the Becoming the Best in Unlocking Talent prioritised area of ROSATOM's 2030 Vision, with 12 projects focused on Safety, 13 projects focused on People, Towns and Cities, and four projects focused on Reducing Red Tape. CSTs also implemented 10 projects supporting the One ROSATOM priority, five projects supporting the Technological Leadership priority and four projects supporting the New Product Share priority.

In 2022, the feedback channel for change support team leaders continued to function as part of the project appraisal process at the Division level. As a result, 100% of projects were supported by industry executives (the top 1,000). Executives assessed the CST performance in 2022, with 43% rating it as good, 22% rating it as positive and 21% rating it as satisfactory. The following points were listed as areas for development: increasing the number of projects, improving their quality, expanding their reach, strengthening the link between CSTs and the business, and introducing a systematic approach.

Work with CSTs remains focused on assisting the participants of the movement in developing their change management and project management competences. In 2022, 611 change experts were trained. In addition, team leaders received training in project development; their satisfaction with this programme was rated at 100%.

### Industry-wide Communication Days and Director's Days

During the year, ROSATOM was actively developing a project titled 'New Opportunities Offered by Communication Days' to enable every employee in the industry to ask the management a question and get a reply; to learn directly from the management about the current situation and the development strategy in the enterprise and the industry as a whole. Over three years, the reach of the Communication Day online broadcasts expanded from 16,000 to 100,000 employees in 135 nuclear enterprises, and the practice of watching the broadcast and asking questions via the AtomSpace messaging app was introduced. Following the 2<sup>nd</sup> Communication Day held in 2022, 98% of employees expressed a positive opinion of the event, and 81% of employees who had submitted questions confirmed that they had received a reply.





## 3.2. HUMAN RIGHTS

ROSATOM actively supports and complies with employment standards pursuant to the legislation of the Russian Federation, industry-wide and internal regulations, the Social Charter of the Russian Business and the Industry-Wide Agreement on Nuclear Power, Industry and Science.

The Industry-Wide Agreement on Nuclear Power, Industry and Science and ROSATOM's internal regulations contain no provisions barring people from being employed in the industry on the grounds of gender, ethnicity, background, the level of personal wealth, marital or social status, position, age, place of residence, attitude towards religion, political opinions or membership of public associations.

**GRI 2-23** The principles of ROSATOM's Code of Ethics<sup>1</sup> and the Uniform Industry-Wide Human Rights Policy of ROSATOM and Its Organisations are aligned with regulations ratified by the Russian Federation, the Constitution of the Russian Federation and UN conventions, including the Universal Declaration of Human Rights, the Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises and the Voluntary Principles on Security and Human Rights. In 2020, the Corporation joined the United Nations Global Compact. ROSATOM is committed to complying with the Ten Principles of the United Nations Global Compact, including the principles pertaining to human rights.

The Human Rights Policy states that people have always been the top priority for the nuclear industry; accordingly, primary importance is attached to ensuring their safety, supporting them and respecting their rights. ROSATOM has traditionally supported entire towns and cities, promoting the well-being not only of employees in the industry and their families, but also of local residents in the regions of operations.

The industry-wide policy sets out seven key principles underpinning ROSATOM's approach to people:

- 1. Occupational health and safety is fundamental to working in the nuclear industry.** People are the Corporation's main asset. Protecting their lives and health, improving safety and security is a top priority. The Corporation joined the Vision Zero campaign in 2019 and promotes the safety culture in the industry through training and risk awareness. The Corporation seeks to achieve a zero injury rate, and nuclear organisations work systematically towards this goal.
- 2. Prevention of forced and child labour.** The Corporation does not tolerate situations when people are forced to work through violence or intimidation. The Corporation provides an environment in which people work willingly and efficiently, and fulfils all its obligations in terms of salary and social benefits. The Corporation not only avoids the use of child labour, but seeks to eliminate it completely. In Russia, children can get employment, even if it is just a summer part-time job, only after reaching the minimum age specified in the ILO Convention Concerning Minimum Age for Admission to Employment. The Corporation operates in multiple countries and communicates its principles and culture across its regions of operation. Therefore, it can be said that we protect childhood not only in Russia, but also abroad.
- 3. Prevention of harassment and abuse in any form:** physical, verbal, psychological or sexual. Aggressive behaviour, threats and insults are not allowed either in or outside the workplace. The Corporation and its organisations protect the dignity of individuals from any such attacks and adhere to the principles of equality.
- 4. Prevention of any discrimination.** Every person is unique. And everyone has equal rights, regardless of ethnicity, colour, gender, religious beliefs or any other characteristics. ROSATOM values all its employees. Accordingly, any personnel management decisions, from hiring to retirement, are based on the principle of equal opportunities.

1. Full name: Code of Ethics and Professional Conduct for Employees of ROSATOM.

- 5. Equal access to opportunities and fair remuneration.** All employees in the nuclear industry receive competitive salaries and have equal access to opportunities: social security and training enabling both professional and personal development. In addition, the Corporation and its organisations comply with the laws in their regions of operation and local traditions regarding working hours and time off work. The Corporation is committed to maintaining a healthy work-life balance for its employees, which helps everyone unlock their potential.
- 6. Freedom of association and the right to collective bargaining.** ROSATOM and its organisations support freedom of association, recognise employees' inalienable right to collective bargaining and the right of each employee to collective representation of their interests, and employees' right to membership in organisations aimed at safeguarding and promoting their interests.
- 7. Development of the regions of operation and local communities.** ROSATOM and its organisations have adopted a responsible approach to respecting the rights and promoting the well-being of local communities in their regions of operation, cooperate with government bodies and treat local residents in these regions with respect.

# 8,245

**EMPLOYEES  
COMPLETED HUMAN  
RIGHTS TRAINING**

Rules of ethical conduct are applied to ROSATOM's relations with business partners, suppliers and contractors through the following documents (including but not limited to):

- The Code of Ethics and Professional Conduct for Employees of ROSATOM;
- The Uniform Industry-Wide HR Policy;
- The Uniform Industry-Wide Human Rights Policy of ROSATOM and Its Organisations;
- The Uniform Industry-Wide Guidelines on the Movement of Employees of ROSATOM and Its Organisations in Russia;
- The Uniform Industry-Wide Procedure for the Investigation of Reports on Corruption and Other Offences Received via the Hotline and Other Channels;
- The Uniform Industry-Wide Anti-Corruption Policy of ROSATOM and Its Organisations;
- The Industry-Wide Agreement on Nuclear Power, Industry and Science;
- Agreements with the trade union;
- The Uniform Industry-Wide Procedure for the Contracting Process, which establishes a procedure for the conclusion of all international contracts.

**GRI 2-26** ROSATOM has established an Ethics Board, which is tasked with assessing compliance of actions taken by employees of the Corporation and its organisations with the Code of Ethics and the Human Rights Policy. Any employee in the industry may submit reports or enquiries to the Ethics Board. The Corporation's Ethics Board is chaired by the First Deputy Director General for Nuclear Energy, who is responsible for coordinating ROSATOM's activities across all aspects of compliance with ethical norms at the industry level. The Deputy Chair of the Ethics Board is the Deputy Director General for HR, who is in charge of coordinating the Corporation's human rights activities.

Employees are informed about an industry-wide hotline which can be used for submitting reports, including complaints and enquiries from individuals and organisations, to safeguard their right to apply in person and to submit individual and group enquiries to protect the rights and legitimate interests of the company, its organisations and their employees.

Complaints and enquiries can be sent by mail or email to executives of the Corporation's organisations, including the Director General. The complaints and enquiries are recorded on the day of receipt and are reviewed within the time frame prescribed by Russian laws; investigations are conducted if necessary. A system is being developed to monitor the handling of enquiries/complaints and replies to them.

Complaints/enquiries related to social and labour relations, including complaints/enquiries related to human rights, are reviewed jointly with a representative body acting on behalf of employees. At the highest level (that of the industry), complaints/enquiries are reviewed by the Industry-Wide Commission for Social and Labour Relations; at the Division level, they are handled by commissions for social and labour relations established in the Divisions; at the level of organisations, this function is performed by commissions for social and labour relations and collective bargaining agreements in the organisations.

The investigation of human rights violations involves a comprehensive review of complaints/enquiries to determine if they are valid (with documents and other sources supporting specific arguments attached to the reply) and assessing the accuracy of reported information by establishing the facts of the case. This also involves preserving the evidence of reported wrongdoings and protecting whistle-blowers and their personal data by implementing measures stipulated by Russian legislation.

Regular employee surveys enable ROSATOM to detect problems, including human rights violations, at an early stage and take the necessary steps to prevent them.

In 2022, new human rights training programmes were developed and delivered, including the following online training courses:

- Human Rights in the Business Context;
- Human Rights in ROSATOM;
- Gender Balance in Business;
- Gender Equality as a Driver of Sustainable Development;
- Inclusive Communications.

A total of 8,245 employees completed training. The amount of training under these programmes totalled 45,800 person-courses.

In 2023, ROSATOM plans to update its Code of Ethics, improve the performance of the Ethics Board and develop it as a tool for engagement, continue to run large-scale human rights training programmes for employees, ensure that enquiries and complaints are handled more efficiently by monitoring the procedures for recording complaints and enquiries and replies to them, improve the feedback mechanisms, guarantee confidentiality, prevent discrimination and review the outcomes of the handling of complaints and enquiries on a quarterly basis.

*For more details on collective bargaining agreements, see the section 'Social Partnership in the Nuclear Industry'.*

## 3.3. SOCIAL POLICY

### 3.3.1. Social policy approaches and principles

ROSATOM's social policy is designed to:

- Make the Corporation more attractive as an employer;
- Recruit and retain young professionals and highly skilled specialists;
- Improve the efficiency of social assistance and social expenditure.

ROSATOM's social policy is based on the following principles:

- Commitment to the UN Global Compact;
- Regular monitoring of the fulfilment of social responsibility commitments undertaken by ROSATOM;
- Information disclosure and transparency of social and labour relations.

### ROSATOM's values

Uniform Industry-Wide Social Policy of ROSATOM and Its Organisations:





3.3.2. Social programmes

GRI 403-6 Benefits provided to employees and retirees are aligned with the Uniform Industry-Wide Social Policy, which is based on standardised corporate social programmes.

The structure of corporate social programmes and the relevant expenses are determined on the basis of the Corporation’s priorities in personnel management:

- Importance of maintaining health and a long working life;
- Protecting the health of people working in conditions that deviate from the standard conditions (which is why the bulk of funding is allocated for additional personal insurance and health resort treatment for employees);
- Paying attention to retired employees who had worked in the industry for a long time;
- A policy focused on promoting the development of mass sports, providing additional pensions, and supporting families with children, young professionals and people in need.

Compensation and benefits under corporate social programmes implemented by the Corporation are provided to full-time employees.

In 2022, expenditure on programmes aimed at maintaining employees’ health and promoting a healthy lifestyle accounted for 48% of the total expenditure on social programmes.

Expenditure on corporate social programmes in ROSATOM and its organisations, RUB billion

Corporate social programmes	2020	2021	2022
Voluntary health insurance and personal insurance against accidents and illness	2.9	3.3	3.8
Health resort treatment and recreation for employees and their children, including:	0.5	1.0	1.5
— health resort and rehabilitation treatment for employees	0.4	0.7	1.1
— health resort treatment and recreation for children	0.1	0.3	0.4
Provision of housing for employees	0.9	0.8	0.9
Private pension plans	0.7	0.8	1.0
Support for retirees	1.2	1.2	1.8
Sporting and cultural events	1.5	1.6	2.0
Assistance to employees	1.6	1.8	2.4
Other	0.7	0.9	1.8
Total	10.0	11.5	15.2

As part of the Uniform Industry-Wide Social Policy, ROSATOM implements corporate social programmes focused on voluntary health insurance, voluntary insurance against accidents and illness, and health resort treatment for employees. Their main goal is to maintain and protect employees’ occupational health, including rehabilitation and health improvement after occupational diseases and accidents.

In 2022, about 79% of employees in the industry (260,000 people) had quick access to medical care covered by voluntary health insurance. More than half of employees in the industry (182,000 people) had insurance against accidents and illness, i.e. were entitled to additional payments upon the occurrence of insurable events, which include not only workplace accidents but also non-occupational diseases.

In 2022, 100% of employees who needed health resort treatment based on the findings of a regular health check-up were given vouchers for health resort and rehabilitation treatment.

About 1,000 young specialists and highly skilled workers facing financial difficulties received additional social assistance totalling over RUB 101.6 million, including 640 young specialists who received one-time payments totalling over RUB 31 million upon employment.

The Corporation attaches great importance to encouraging its employees, their family members and residents of its regions of operation to regularly exercise and do sports. One in every six employees in the industry regularly does sports.

For the third year in a row, ROSATOM won in the Ready for Labour and Defence National Festival held among employee teams. The Corporation ranked second in the Russian Futsal Cup among corporate teams.

The town of Usolye-Sibirskoye in the Irkutsk Region has hosted a major sporting event, AtomFest, for two years in a row. The number of local residents participating in the event grows year by year: it increased from 4,000 people in 2021 to almost 6,500 people in 2022. Entire families, including both adults and children, can participate in the event. To encourage them to do so, family relay races are organised, which help to promote traditional family values and bring together different generations. In 2022, as part of the event, special shooting, darts, chess and ring toss competitions were organised for people with disabilities.

The biggest sporting event over the past four years has been the Running Race of Nuclear Towns and Cities: the number of its participants increased from 7,000 people in 2019 to 20,000 people in 2022, with the geographical scope of the competition and the number of categories of participants continuously expanding. In 2022, ROSATOM’s employees, their family members, students and residents of 26 of the Corporation’s host towns and cities, including in Belarus and Turkey, took part in this event offline. More than 3,000 employees and their family members from 80 Russian towns and cities participated in the event online.

To promote a healthy lifestyle in the industry, the Corporation has launched a sports project titled ‘ROSATOM’s Healthy Lifestyle Ambassador: Running Race of the Divisions’. The idea of the project is for active employees to form teams of like-minded people and lead a healthy lifestyle using a special mobile app, Atom Sport. The Atom Sport app is an ecosystem for keeping fit and enjoying a healthy lifestyle; not only the Corporation’s employees, but also students of specialised universities and residents of nuclear towns and cities can now sign up in the app.

In 2022, ROSATOM continued to implement measures forming part of its programme developed in 2019 to support soon-to-retire employees of the Corporation and its organisations. As part of the programme:

- 867 employees underwent health screenings;
- 610 employees were given vouchers for health resort treatment;
- 38 employees switched over to flexible working hours;
- 5,037 employees underwent training and retraining.
- RUB 89 million was spent on employee training.

The project has been running for three years, and the number of its participants is constantly growing:

Indicator	2020	2021	2022
Number of towns and cities	48	62	187
Number of participants	1,900	3,939	11,054

An industry-wide sporting event, the Winter Nuclear Games 2022, was held in a new format for the first time. The finals in six sports were held in three Russian cities, with over 370 participants from nine Divisions. Employees of Akkuyu NPP (Turkey) participated in the event for the first time. Over three days, broadcasts of the Nuclear Games garnered over 21,000 views.

In 2022, teams from Turkey and Belarus took part in the International Futsal Tournament held to commemorate Efim Slavsky. A total of 41 teams participated in this tournament.

The Orange Atom Basketball Cup of ROSATOM was held for the first time, with 40 teams from nuclear organisations competing in the tournament.

In 2023, ROSATOM plans to actively involve students of specialised universities and even more residents of nuclear towns and cities in large-scale industry-wide sports initiatives.

ROSATOM’s success in promoting a healthy lifestyle has been reflected in victories and awards:

- The project titled ‘ROSATOM’s Running Race of the Divisions’ became a prize winner in the Fitness and Sports Projects category at the Sports and Russia Forum, and won in the Development of a Sporting Culture category at the ‘Investing in the Development of a Healthy Country. Best Corporate Practices 2022’ Forum and in the Best Online Project to Involve Employees in Sports and Promote a Healthy Lifestyle category of the National Corporate Sports Award;
- An industry-wide sports event, the Nuclear Games, became a prize winner in the Corporate Projects category at the Russia’s Best Social Projects Forum;
- The project titled ‘ROSATOM’s Healthy Lifestyle Ambassador’ won in the High Start category of the Creating the Future Forum.

In 2022, ROSATOM was included in the top Platinum category in the ranking of the best employers in Russia according to the *Forbes* business magazine. The Platinum category included employers with the highest scores for the following ESG metrics: Employees and Society (S), Environment (E), and Corporate Governance (G). The founders of the ranking placed a special emphasis on social aspects: they assessed whether companies had in place policies to ensure the well-being of employees that go beyond the standard benefits package, and took into account which employers managed to avoid lay-offs in times of crisis and to increase salaries, as well as transparency indicators used by the companies.

### 3.3.3. Support for industry veterans

Nuclear enterprises continue to pay great attention to veterans and retirees who worked in the industry for more than 20 years (over 117,000 people): in 2022, 5,515 retirees were given vouchers for treatment at health resorts and wellness centres (worth a total of RUB 277 million); more than 82,000 retirees received financial assistance exceeding RUB 1.1 billion, and more than 17,000 retirees receive monthly supplements to state pensions (totalling RUB 256 million).

In order to provide additional social assistance to veterans and retirees facing financial difficulties, one-time benefits of RUB 5,000 were paid to more than 82,600 people (a total of more than RUB 413 million), and additional social assistance worth RUB 18.6 million was provided to 780 single pensioners and disabled persons requiring special care.

### 3.3.4. Social partnership in the nuclear industry

ROSATOM adheres to the Industry-Wide Agreement on Nuclear Power, Industry and Science for 2018–2020 (the Agreement), which was extended until the end of 2022. The Agreement is based on the established practice of social partnership in the nuclear industry and is aimed at implementing the Occupational Health and Safety Management System, the Integrated Standardised Remuneration System and the Uniform Industry-Wide Social Policy.

The Agreement has been drafted and is being implemented jointly with the Russian Trade Union of Nuclear Power and Industry Workers (RTUNPIW). 130,514 employees of ROSATOM’s organisations covered by the activities of the RTUNPIW, or 39.6% of the total headcount, are trade union members.

The Agreement gives priority to the protection of employees’ lives and health. Jointly with the trade union, employers maintain records of and analyse morbidity among employees, including based on records of periodic medical examinations and sick leave, and develop a comprehensive health improvement programme titled Health. The Agreement incorporates the opportunities provided by the legislation on special assessment of working conditions (SAWC). It also establishes an additional mechanism for cooperating with the trade union in carrying out SAWC and analysing its findings.

**GRI 2-30** The Agreement provides a basis for collective bargaining agreements concluded in nuclear organisations. The collective bargaining agreements support the implementation of the Agreement and regulate social and labour relations taking into account operational, technological and regional features of each organisation. The collective bargaining agreements cover 79% of employees in ROSATOM’s organisations.

The Industry-Wide Agreement reflects the employer’s obligations related to salary indexation and social benefits. The Agreement has also provided the industry-wide trade union, local trade union cells and trade union committees with a more important role in maintaining social stability among the workforce in ROSATOM’s organisations. In 2022, the RTUNPIW focused mainly on ensuring compliance with the current Agreement, assisting local trade union cells in drafting and signing collective bargaining agreements, and actively participating in the work of the Russian Trilateral Commission on the Regulation of Social and Labour Relations.

*For details on the implementation of the occupational safety and health policy, see also the chapter ‘Safety Report’.*



# 130,500

## EMPLOYEES

OF ROSATOM'S ORGANISATIONS ARE  
TRADE UNION MEMBERS

### 3.3.5. Cooperation with universities and recruitment of young professionals

Recruitment of young professionals is supported by ROSATOM's systematic youth talent development efforts at all levels, from kindergartens, schools and universities to enterprises.

For schoolchildren, ROSATOM offers early career guidance, job try-outs, open lectures, engineering and design sessions, championships, academic competitions, contests, and classes in laboratories and workshops. Every year, more than 8 million school students from all constituent entities of the Russian Federation take part in events hosted by the Corporation.

The grade point average of university graduates hired by the Corporation's organisations in 2022 stood at 4.44. 30.5% of university graduates hired by ROSATOM had graduated with honours.

As part of its engagement with students, the Corporation actively cooperates with specialised educational institutions, including more than 40 colleges and universities, 18 of which form part of a consortium of core universities. In 2022, more than 100 nuclear enterprises participated in career guidance events hosted by educational institutions and advertised about 500 vacancies; key formats of these events included open days and job fairs, which were attended by more than 200,000 people.

In 2022, ROSATOM's enterprises arranged internships and work placements for more than 8,700 students; about 2,500 university and college graduates were hired in the industry.

In order to encourage promising young specialists to work in the industry and to generate interest in STEM disciplines and engineering professions among school and university students, the Corporation actively participated in federal events and projects. ROSATOM is a partner and co-organiser of the following projects: a nationwide student competition, Your Move; the Big Break Nationwide Competition for Schoolchildren;

an academic competition, I'm a Professional; the Career Time nationwide campaign, including the Golden Internship competition, as well as the Russian Znanie Society. Cooperation between ROSATOM and the Talent and Success Educational Foundation involves running joint partner educational programmes and opening specialised laboratories and centres. ROSATOM has a presence in the Sirius Federal Territory and cooperates with the Sirius Educational Centre, the Sirius Lyceum and the Sirius University. In 2022, more than 61 joint events were organised by the Corporation and the Talent and Success Educational Foundation with a total reach of more than 250,000 schoolchildren and students.

The annual reach of the federal projects exceeds 10 million views. There were more than 100 events involving technical experts from nuclear organisations and trainers from the Rosatom Corporate Academy and visits to ROSATOM's production sites. In 2022, the winners and best participants of federal projects were invited to participate in the Icebreaker of Discovery educational expedition to the North Pole, the Atom Discovery research and educational tour of the Kola Peninsula, technical tours of the industrial sites of JSC Atomenergoproekt, the Khlopin Radium Institute, Kola NPP, etc.

One of the key tools to support career guidance initiatives in the nuclear industry is ROSATOM's Employer Brand Ambassadors, an awareness-raising project targeted at schoolchildren and students. It is implemented by active employees of nuclear enterprises and students of the core universities. In 2022, the Ambassadors participated in over 70 awareness-raising events for schoolchildren and students with a total reach of over 10 million views.

ROSATOM's expertise in working with young people is also sought after on the external market. The Corporation's experts are members of working groups and commissions under federal executive bodies, such as the State Council Commission on Youth Policy, the Public Council of the Federal Agency for Youth Affairs (Rosmolodezh), the State Duma Committee on Youth Policy, the Coordination Council of the Civic Chamber of the Russian Federation for the Development of Communities of Young Professionals, the Coordination Council on Youth Affairs in Science and Education under the Presidential Council on Science and Education, etc.



## 3.4. CORPORATE VOLUNTEERING

### 3.4.1. ROSATOM's approaches and principles of volunteering



In 2018, ROSATOM made an official decision to launch a corporate volunteering programme. ROSATOM, jointly with volunteers from its key Divisions, has identified the following five main areas of volunteer activity: environmental conservation (awareness campaigns, clean-ups, planting of seedlings, waste management); supporting socially disadvantaged groups (low-income families, orphans, the elderly) and veterans; promoting a healthy lifestyle (blood donations, sporting events); career guidance and mentoring (lessons in schools, guided tours for the general public, intellectual games, competitions); intellectual volunteering (leveraging employees' professional skills in the regions of operation). In 2022, the Corporation conducted about 400 volunteer campaigns, including 12 industry-wide campaigns. There are about 40,000 volunteers in ROSATOM. The total number of beneficiaries has exceeded 800,000 people.

Historically, ROSATOM has always been actively involved in social projects in its regions of operation and has assumed responsibility for maintaining a high standard of living for local residents. In 2020, when the National Development Goals and the focus areas of sustainable development (including green development) of the Russian Federation were approved, the Corporation undertook to promote volunteering and social initiatives not only among its employees, but also externally, among local residents in its regions of operation, educational institutions, youth communities, non-profit organisations and business partners, as well as small and medium-sized businesses.

# 40,000 PERSONS

### TOTAL NUMBER OF VOLUNTEERS IN ROSATOM

This task has been prioritised by young activists in the nuclear industry and endorsed by the Corporation's management. The programme to develop volunteering is currently targeted at several audiences: employees in the industry, local residents in ROSATOM's regions of operation (including young people) and the business community.

### 3.4.2. Prioritised areas of volunteer activity

ROSATOM's volunteers are actively involved both in the implementation of traditional industry-wide projects (in areas such as blood donations, career guidance and mentoring, environmental volunteering, support for veterans, the elderly, socially disadvantaged groups and animals) and in the promotion of new practices, such as the development of local communities, support for creative industries, social adaptation and provision of training for people with disabilities.

In 2022, ROSATOM launched a large-scale industry-wide project to help stray animals, the Fluffy Atom. During the year, 37 of ROSATOM's enterprises joined the project and supported 22 animal shelters across Russia.

Ahead of the New Year, the Corporation's volunteers and participants of the #WeAreTogether International Forum of Civil Participation sent more than 1,500 New Year greetings cards to elderly people supported by the Joy of Old Age Foundation. The cards were illustrated with drawings made by children of employees in the industry that had been submitted to the Energy of Kindness children's drawing contest.

Employees of nuclear enterprises regularly participate in blood donation campaigns; this includes undergoing blood typing in order to join the bone marrow register. Blood donation campaigns are held regularly, with the number of donors increasing year by year. For instance, in 2022, ROSATOM's employees donated their blood more than 3,200 times as part of the Industry-Wide Donor Months (in April and October). An industry-wide donor register was compiled in order to promptly replenish blood banks.

With active support from ROSATOM's volunteers, work was initiated to create an integrated information resource on bone marrow donation, cancer prevention and grant writing.



As part of environmental volunteering, more than 200 environmental campaigns were conducted; more than 20 tonnes of municipal solid waste were collected, and 11,000 trees were planted.

Intellectual volunteering included developing dozens of innovative solutions using digital technologies for urban infrastructure development (digital twins of towns and cities, systems for the optimisation of public transportation, BIM projects, digital products for tourists); more than 1,000 awareness-raising events were held to promote science, blue-collar and engineering jobs and the environmental culture.

To encourage a more active public dialogue between businesses, non-profit organisations and the government, a unique social design centre model has been developed and piloted in the town of Snezhinsk. As part of this initiative, a variety of projects with a total reach of about 350,000 people have been implemented in the Chelyabinsk Region.

### 3.4.3. Volunteer training

To improve the quality of social projects and expand the range of formats of volunteer activity, more than 150 hours of educational content were created for volunteers and leaders of the volunteer community; a CSR University was launched to study the basics of community engagement and various approaches to CSR, such as programmes and grant writing. The CSR Accelerator project was implemented. As part of the project, participants from across Russia developed and scaled their projects, with the best practices presented to the Director General of ROSATOM.

### 3.4.4. CSR project competition and other events

In 2022, volunteering practices expanded beyond ROSATOM and nuclear towns and cities. More than 15 companies became partners of projects run by the ROSATOM's Volunteers movement. A number of cross-corporate meetings, joint campaigns and business events were held in 2022, enabling representatives of various companies to meet in person and share their experience. All this has been an important driver of the development of volunteering in the industry.

Representatives of universities are also actively involved in volunteer campaigns (for instance, every year, more than 300 students of NRNU MEPhI take part in environmental field trips).

Special mention should be made of a project titled 'Social Leader of Usolye-Sibirskoye'; this is a grant competition enabling the town's volunteers to submit their project idea and join the project teams of other applicants (non-profit organisations, educational institutions or entrepreneurs) and subsequently take part in the implementation of the winning projects. Following the 2021/2022 competition, 18 winning projects were successfully implemented, with the total number of beneficiaries exceeding 7,500 people.

An important focus area during the year was the development of volunteer communities within the industry and in towns and cities, and integration with federal projects. For example, ROSATOM became a partner of the Dobro.Centres franchise, where it supervises the environmental track, and jointly with the Autonomous Non-Profit Organisation National Priorities conducted a wide-ranging survey of environmental habits of Russian people. In addition, ROSATOM's volunteers took part in the Clean Arctic and Garden of Memory campaigns and joined nationwide campaigns such as BumBat! (which involved collecting 25 tonnes of waste paper) and the Volga Day.

This work has been appreciated by experts and recognised at the federal level. In 2022, ROSATOM's volunteering and CSR programmes received key federal awards: WeAreTogether, Champions of Good Deeds, the Crystal Pyramid in the CSR Project of the Year category, Investment Leaders, People Investor, the National Environmental Award presented by the *Komsomolskaya Pravda* newspaper, etc.

### 3.4.5. Key projects implemented in ROSATOM

Project objective	Project outcomes	Project team	Geographic coverage
Encouraging employees in the nuclear industry and local residents in ROSATOM's host towns and cities to donate blood, its components and bone marrow as part of the Pulsation project	In 2022, employees in the nuclear industry donated blood more than 3,200 times as part of the Pulsation blood donation project	Volunteers from ROS-ATOM	Nationwide
The Clean City project is aimed at promoting the development of environmental culture among local residents of all ages, incorporating environmental topics into the educational system, developing convenient infrastructure and providing opportunities for local residents to participate in environmental projects, and developing an incentive system to encourage both local residents and organisations of various types to adopt environmental solutions and habits	A comprehensive programme has been launched in the Corporation's regions of operation with a focus on greening urban spaces and encouraging employees and local residents to adopt an environmentally friendly lifestyle. As part of the project, more than 3 tonnes of plastic packaging have been collected and recycled; 10 tonnes of sorted waste have been collected and handed over for recycling; 7.6 tonnes of waste paper have been collected; and more than 1,000 kg of batteries have been handed over for recycling. The Environmental Taxi campaign has been held for the first time. 11,300 tree saplings have been planted. More than 400 environmental awareness events have been organised for local residents in the regions. More than 100 clean-up days have been held. Over 5,000 people have been directly involved in the project. More than 500 news items have been published as part of media coverage of the project. A cumulative points system has been developed and introduced to reward project participants for active participation in environmental activities in the city of Volgograd. The project's target audience exceeds 400,000 people (residents of the host towns and cities).	Volunteers from the Power Engineering Division of ROSATOM	Volgograd, Novovoronezh, Kurchatov, Zarechny, Sosnovy Bor, Desnogorsk
Activities to raise awareness of various formats of animal shelter support, consolidation of requests from shelters, assistance in rehoming animals from shelters and promoting a responsible attitude towards animals	In 2022, the Corporation launched a large-scale industry-wide project to help stray animals, the Fluffy Atom. During the year, 37 of the Corporation's enterprises joined the project and supported 22 animal shelters across Russia.	Volunteers from all divisions of nuclear organisations	Over 40 towns and cities

### 3.4.6. Anatoly Alexandrov Corporate Social Responsibility and Volunteering Competition

In order to promote the development of the volunteer movement and generate new initiatives, the Anatoly Alexandrov Corporate Social Responsibility and Volunteering Competition<sup>1</sup> is held in the industry on an annual basis. The competition helps to identify best practices, develop the system for managing social projects and volunteering, communicate the UN Sustainable Development Goals to employees, establish criteria for evaluating the effectiveness of social projects and subsequently form cross-divisional teams focused on specific thematic areas.

More than 160 applications were submitted for the competition in 2022 from all Divisions of ROSATOM and numerous organisations outside the scope of the Divisions. The total number of participants exceeded 800 people. The winners were awarded prizes by Alexey Likhachev, ROSATOM's Director General, at an award ceremony in Moscow on the Volunteer Day.

## 3.5. LONG-TERM PROJECTS IN THE SPHERE OF HR AND SOCIAL POLICY

### Building a talent development ecosystem

Recruitment of young professionals is supported by ROSATOM's systematic efforts at all levels, from kindergartens, schools, colleges and universities to enterprises. A project titled 'ROSATOM's School' has been launched in the Corporation's host towns and cities; it supports the development of preschoolers, schoolchildren and teachers. The project involves holding up to 200 events every year, organising 'nuclear classes' and opening innovative kindergartens and schools. To date, 10 schools have already joined the project, and 67 'nuclear classes' with a focus on physics and mathematics have been opened, where about 60,000 schoolchildren study in various formats.

The Corporation has launched the Parent Academy, an educational platform for those seeking to unlock their children's potential in collaboration with the best teachers and psychologists, and ROSATOM's Council of Educators, which comprises leading academics, mentors and winners of teaching excellence contests. A diagnostic assessment of more than 600 schoolchildren has already been carried out with assistance from the Council of Educators; following the assessment, each school student received recommendations for further development. Collaboration with teachers also includes activities forming part of the Big Break project. In 2022, more than 84,000 people from the Corporation's host towns and cities and various regions of Russia participated online in events forming part of the Parent Academy project, such as meetings with experts, researchers in the field of pedagogy and psychology, supervisors of federal projects and leading teachers.

As part of its engagement with students, ROSATOM actively cooperates with specialised educational institutions, including more than 40 colleges and universities, 18 of which form part of the consortium of core universities. In 2022, more than 100 nuclear enterprises participated in career guidance events hosted by educational institutions and advertised about 500 vacancies; key formats of these events included open days and job fairs, which were attended by more than 200,000 people. More than 3,000 young professionals join the industry every year.

A new area of partnership is the Corporation's participation in the Professionalism Federal Project. Its goal is to align the curricula of secondary vocational education institutions with the needs of employers as closely as possible in order to enable graduates to quickly become involved in the production process.

1. The regulations on the competition were approved by Order No. 1-1/399-R of ROSATOM dated 8 July 2020.

The Corporation's experts have completely redesigned 15 training programmes in three educational institutions: Ozersk Institute of Technology, Ozersk Technical College and Kursk Assembly College. More educational institutions will soon join the project. 430 people have been enrolled in the first year of the project's programmes.

Student construction teams (SCTs) are a separate focus area of ROSATOM's career guidance efforts. In 2022, 2,144 people took part in the winter and summer work terms. Following the completion of this work, 51 people were hired by nuclear enterprises.

### Ensuring succession for critical senior management positions

In 2022, 69 members of the executive succession pool ('ROSATOM's Assets' and 'ROSATOM's Assets. Basic Level') completed the ESP development programme. A ranking was compiled following the completion of the two-year development programme; it is based on a number of parameters, such as performance, proactive behaviour and participation in the programme titled 'ROSATOM for ROSATOM'.

A support programme continues to be implemented and an alumni club has been established for the members of the 'ROSATOM's Assets' and 'ROSATOM's Assets. Basic Level' programmes.

In 2022, the share of ESP members among those appointed to vacant top and senior executive positions totalled 70.82%. The share of ESP members among those appointed to the positions of Chief Executive Officer and Deputy CEO for core operations in ROSATOM's organisations stood at 75.86% and 79.17% respectively.

The career and succession planning process is a mandatory requirement and is applied in all key organisations in the industry, with succession plans prepared for critical positions.

### Development of digital services for employees

ROSATOM continues to develop a digital environment for employees to provide them with digital tools at all stages of their professional journey in the industry.

The RECORD 2.0 system developed by JSC Greenatom has been rolled out in all divisions of the nuclear power sector. The system is used in more than 100 organisations for performance evaluation, training and career planning.

2022 saw the launch of a mobile version of the Employee's Personal Account, an online HR service for employees. The application can be used by workers and employees who have no access to desktop computers.

In 2022, ROSATOM's integrated career portal at <https://rosatom-career.ru> (a digital platform for the recruitment and hiring of candidates) was visited by 750,000 people, with 31,000 people responding to vacancies. More than 2,500 vacancies were posted simultaneously on the career portal.

In 2022, the functionality and reach of the corporate social media platform was expanded. Since its launch, the platform has been used by 55,000 employees, and 900 communities have been created.

ROSATOM is actively developing its own software products to ensure the industry's technological self-sufficiency in the area of HR process automation. In 2022, the Atomkor personnel accounting and payroll system, which does not rely on imported solutions, was developed for the site of the Engineering Division in Egypt. The system incorporates the provisions of both Russian and Egyptian legislation. The interface is available in two languages (Russian and English). Starting from January 2023, salaries are paid to local and Russian personnel (more than 3,000 employees) using the new system. Based on this development, ROSATOM plans to roll out a full-scale payroll system for the industry to replace SAP HCM.





The scope of services provided by the Industry-Wide HR Service Centre is expanding year by year. As at 31 December 2022, the HR Service Centre provided services to 146 organisations in the industry with a total of 197,406 employees. The quality of services provided by the HR Service Centre reached 99.99%, while labour productivity grew by 11.66%. In 2022, the level of employee satisfaction with the HR function in the organisations serviced by the Centre stood at 6.1 out of a possible 7 points.

### Developing a culture of transparency and trust

The Corporation fosters a special culture of openness, trust, respect, fairness and equal opportunities, which is a necessary prerequisite for unlocking talent. This is accomplished through the use of a wide range of tools that have been proved to be effective. These include cascading a single message from the Director General to every employee, targeted engagement with the most active employees in the industry (young people, line managers, volunteers, change support teams, blue-collar workers and engineers), constantly requesting feedback from employees and immediately responding to it.

Throughout 2022, the Corporation's executives maintained an ongoing open dialogue with employees of enterprises and organisations in the industry. Executives answered questions during Communication Days and Director's Days, cascaded ROSATOM's 2030 Vision by outlining everyone's role in achieving the Corporation's strategic goals, and conducted pulse surveys and focus groups. These activities enabled ROSATOM to maintain the employee engagement rate at 84% at year-end, on a par with the world's best employers.

