

## Appendix 6. Key Performance Indicators

### Environment



#### WASTE GENERATION IN 2016–2018, TONNES

Waste	2016	2017	2018	Change 2018/2017, %	Comments
Class 1	61.944	40.435	40.268	- 0.41%	The total number of fluorescent lamps decreased due to their replacement with LEDs, which also resulted in the decreasing number of replaced (burnt out) light bulbs
Class 2	87.505	32.665	28.515	- 12.70%	Writing off, disposal of, and outsourcing vehicles. Results of the previous standby generator upgrades (old batteries were written off and replaced with the new ones with a longer service life)
Class 3	45.844	47.639	39.297	- 17.51%	Writing off, and disposal of, vehicles and copper-wire communications lines
Class 4	21,021.057	20,714.299	20,615.764	- 0.48%	Decreasing the number of used buildings (real estate portfolio optimisation). Office space optimisation.
Class 5	15,886.163	13,772.160	13,385.635	- 2.81%	Decreasing the number of used buildings (real estate portfolio optimisation). Office space optimisation
<b>Total</b>	<b>37,102.513</b>	<b>34,607.198</b>	<b>34,109.479</b>		

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## WASTE DISPOSAL METHODS IN 2016–2018, TONNES

	2016	2017	2018
Landfill	33,825.5	30,280.8	30,616.7
Reuse (for own operational needs)	44.9	681.0	271.6
Other methods (disposal and neutralisation)	3,232.1	3,645.3	3,221.1

## RECLAMATION OF DISTURBED LAND IN 2016–2018

2016		2017		2018	
Expenses related to reclamation, RUB thousand	Reclaimed land area, sq m	Expenses related to reclamation, RUB thousand	Reclaimed land area, sq m	Expenses related to reclamation, RUB thousand	Reclaimed land area, sq m
0	0	150	312	0	0

## WATER DISCHARGE IN 2016–2018, THOUSAND CU M

Water discharge		2016	2017	2018	Change 2018/2017, %	Comments
Into water bodies (water ejectors)	planned	43.23	39.81	40.33	1.31%	Increased discharge of collected rainwater
	unplanned	0	0	0	0.00%	
Into public sewage systems (under agreements)		2,639.75	2,327.41	2,065.34	- 11.26%	Equals to reducing water consumption by 11%

WASTE DISPOSAL IN 2016–2018

Relevant types of waste	2016				2017				2018			
	Neutralisation	Disposal	Land-fill	Reuse for own operational needs	Neutralisation	Disposal	Land-fill	Reuse for own operational needs	Neutralisation	Disposal	Land-fill	Reuse for own operational needs
Fluorescent lamps	61.94	0.00	0.00	0.00	40.43	0.00	0.00	0.00	40.27	0.00	0.00	0.00
Batteries	46.75	40.75	0.00	0.00	18.77	13.90	0.00	0.00	27.40	1.12	0.00	0.00
Used motor oil	5.11	40.19	0.00	0.54	8.34	39.30	0.00	0.00	9.10	30.17	0.00	0.00
Rags contaminated by oil												
Sawdust and sand contaminated by oil												
Fuel and oil filters												
Battery acid												
Waste tyres	0.00	69.48	0.00	0.00	0.00	83.54	0.00	0.00	0.00	118.68	0.00	0.00
Non-ferrous metal scrap												
Municipal waste	0.00	436.49	16,993.79	0.00	0.00	902.01	17,064.13	0.00	0.00	559.51	16,657.25	0.00
Waste office equipment	2,139.30	34.76	1,344.72	2.53	1,229.09	110.68	1,324.86	0.00	1,942.92	152.58	1,184.49	0.33
Oily sludge												
Cesspit waste and other waste												
Municipal waste and bulk waste	0.00	9.60	13,602.88	0.00	0.00	186.58	11,365.32	59.24	0.00	26.13	11,084.40	57.24
Construction waste												
Sweepings from the sites												
Paper and cardboard waste												
Broken glass												
Waste plastic												
Waste cable												
Water conditioning and effluent treatment waste and other waste												
Ferrous metal scrap	0.00	347.72	998.24	0.00	0.00	592.84	329.84	0.00	0.00	312.64	582.74	0.00
Paper and cardboard waste												
Wood waste, bottom ash from burning coal	0.00	0.00	885.90	41.82	0.00	419.85	196.68	621.80	0.00	0.60	1,107.84	214.05
Total	2,253.11	978.98	33,825.53	44.89	1,296.63	2,348.69	30,280.83	681.05	2,019.69	1,201.43	30,616.73	271.62

## ENERGY CONSUMPTION BY TYPE OF ENERGY IN 2016–2018

	2015		2016			2017			2018		
	Volume	Energy consumption, MJ	Volume	Energy consumption, MJ	Total reduction in energy consumption in 2016, MJ	Volume	Energy consumption, MJ	Total reduction in energy consumption in 2017, MJ	Volume	Energy consumption, MJ	Total reduction in energy consumption in 2018, MJ
Fuel	–	–	–	3,333,193,615	–	–	2,936,455,749	396,737,867	–	2,993,054,593	–56,598,844
Electricity	1,678,785	20,629,917,351	1,682,578	20,676,528,011	–46,610,660	1,394,200	17,132,769,684	3,543,758,327	1,342,051	16,491,923,850	640,845,834
Heat	1,552	8,724,794,320	1,243	6,989,914,372	1,734,879,949	1,167	6,563,269,527	426,644,845	1,128	6,341,546,787	221,722,740

## SIGNIFICANT AIR EMISSIONS IN 2016–2018, TONNES

Indicator	2016	2017	2018	Change 2018/2017, %	Comments
Carbon oxide	916.4	904.4	857.2	– 5.22%	Reduced gas consumption
Nitrogen dioxide	111.7	117.1	131.4	12.21%	Increased coal consumption
Sulphur dioxide	107.3	105.5	116.0	9.94%	Increased coal consumption
Nitrogen oxide	22.8	22.1	22.6	2.26%	Increased coal consumption
Soot	158.6	147.3	178.7	21.31%	Increased coal consumption
Total	1,316.7	1,296.4	1,305.9		

## TOTAL WATER WITHDRAWAL IN 2016–2018, THOUSAND CU M

	2016	2017	2018
Total water withdrawal	3,151.22	2,800.81	2,496.06
Groundwater	377.97	375.57	229.55
Surface water	0	0	0
Municipal water supplies or other public or private water utilities	2,773.25	2,425.24	2,266.51

## MONETARY VALUE OF SIGNIFICANT FINES AND TOTAL NUMBER OF NON-MONETARY SANCTIONS FOR NON-COMPLIANCE WITH ENVIRONMENTAL LAWS AND REGULATIONS IN 2016–2018, RUB THOUSAND

Indicator	2016	2017	2018
Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	74	154	90

## FUEL AND ENERGY EXPENSES IN 2016–2018, %

	2016	2017	2018
Power supply	55	68	66.5
Heat supply	17	21.9	23.4
Fuel for vehicles and mechanical equipment	18	8.5	8.7
Gas and gas supply expenses	7	1.5	1.4
Other	3	0.1	0

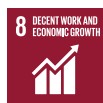
ENVIRONMENTAL PERFORMANCE OF PJSC ROSTELECOM'S VEHICLES AND PERFORMANCE IMPROVEMENT INITIATIVES IN 2018

Rostelecom's vehicles by emission standard	Emission standard							TOTAL
	not certified	0	1	2	3	4	5	
Vehicles purchased in 2018	0	0	0	0	0	0	1,104	1,104
Vehicles on Rostelecom's balance sheet as at the end of 2018	1,002	505	3,363	864	1,247	3,164	3,889	14,034

ROSTELECOM'S ENVIRONMENTAL SAFETY EXPENDITURES IN 2016-2018

Indicator	2016	2017	2018
Employee training	1,489.79	2,351.71	1,566.79
Disposal/neutralisation fees for non-landfill wastes	9,772.59	11,815.94	10,489.66
Payments to transport organisations for transporting municipal wastes to landfills	83,774.71	70,803.62	88,685.53
Emission charges to the federal budget	1,235.94	636.07	764.78
Charges to the federal budget for municipal waste landfill	32,546.79	18,956.10	10,412.69
Total	128,819.82	104,563.44	111,919.45

**Occupational health and safety**



WORK-RELATED INJURIES AT ROSTELECOM IN 2016-2018

	2016	2017	2018
Number of injuries, people	42	39	30
Number of incidents per 1,000 employees (frequency rate)	0.34	0.31	0.27
including: women	6	6	8
fatalities	5	0	1
Lost days resulting from incidents	2,078	4,503	2,145

ROSTELECOM'S EXPENDITURE ON OCCUPATIONAL HEALTH AND SAFETY IN 2016-2018, RUB MILLION

	2016	2017	2018
Expenditure on occupational health and safety	550.6	640.8	697.8

## Employees



### ROSTELECOM'S AVERAGE HEADCOUNT BY EMPLOYMENT TYPE IN 2016–2018, PEOPLE

Rostelecom's headcount	2016 (as at 31 December 2016)	2017 (as at 31 December 2017)	2018 (as at 31 December 2018)
Indefinite contract	116,161	108,286	101,488
Fixed-term contract	5,155	4,308	6,442
Full-time	114,037	105,039	101,320
Part-time	7,279	7,555	6,610
Under independent contractor agreements	16,111	17,814	21,834

### ROSTELECOM'S EMPLOYEES BY FUNCTION IN 2016–2018, PEOPLE

Rostelecom's headcount	2016	2017	2018
Technical team	93,201	92,471	89,234
Commercial team	28,101	26,793	24,772
Administrative team	10,190	3,985	3,347
Other	11,040	10,436	11,231
Total	142,532	133,685	128,584

### ROSTELECOM'S EMPLOYEES BY CATEGORY IN 2017–2018

	2017	2018
Specialists	68,823	66,919
Workers	28,325	26,147
Heads of functions	12,014	12,149
Top managers	95	86
Total	109,257	105,301
Other employees	115	112

Note: The "Rostelecom's employees by category" table comprises data for Rostelecom, excluding subsidiaries and affiliates, as at 31 December 2018.

ROSTELECOM'S EMPLOYEES BY CATEGORY IN 2016–2018

	2016			2017			2018		
	Permanent employees as at 31 December 2016	By gender		Permanent employees as at 31 December 2017	By gender		Permanent employees as at 31 December 2018	By gender	
		Men	Women		Men	Women		Men	Women
Top managers	123	84	39	95	81	14	86	74	12
Heads of functions	11,671	7,869	3,802	12,014	8,279	3,735	12,149	8,285	3,865
Specialists	79,455	35,016	44,439	68,823	33,414	35,409	66,919	33,277	33,643
Workers	33,116	30,190	2,926	28,325	26,219	2,106	26,147	24,409	1,739
Total	124,365	73,159	51,206	109,257	67,993	41,264	105,301	66,043	39,258
Other employees				115	5	110	112	5	107

ROSTELECOM'S EMPLOYEES BY AGE IN 2016–2018

	2016			2017			2018		
	Permanent employees as at 31 December 2016	By gender		Permanent employees as at 31 December 2017	By gender		Permanent employees as at 31 December 2018	By gender	
		Men	Women		Men	Women		Men	Women
Under 25	7,538	4,525	3,013	5,990	3,896	2,094	5,284	3,488	1,796
26–35	30,895	16,636	14,259	24,873	15,764	9,109	23,994	15,400	8,594
36–55	67,800	38,185	29,615	61,264	35,403	25,976	58,876	34,340	24,536
Over 56	18,132	13,813	4,319	17,130	12,935	4,195	17,258	12,819	4,439
Total	124,365	73,159	51,206	109,257	67,998	41,374	105,413	66,048	39,365

SHARE OF NEW HIRES IN TOTAL HEADCOUNT IN 2016–2018, PEOPLE

	2016	2017	2018
Total number of permanent employees as at 31 December	124,365	109,372	105,413
Including new hires	14,142	13,067	15,948

GENDER DISTRIBUTION OF NEW HIRES IN 2016–2018, PEOPLE

	2016	2017	2018
Men	6,994	7,290	8,560
Women	7,148	5,777	7,388

SHARE OF NEW HIRES IN TOTAL HEADCOUNT IN 2016–2018, %

	New hires in 2016	New hires in 2017	New hires in 2018
Employees	89%	88%	87%
New hires	11%	12%	13%

## GENDER DISTRIBUTION OF NEW HIRES IN 2016–2018, %

	Gender distribution of new hires in 2016, %	Gender distribution of new hires in 2017, %	Gender distribution of new hires in 2018, %
Women	51%	56%	51%
Men	49%	44%	49%

## AGE DISTRIBUTION OF NEW HIRES IN 2016–2018 (YEARS), %

	Age distribution of new hires in 2016 (years), %	Age distribution of new hires in 2017 (years), %	Age distribution of new hires in 2018 (years), %
36–55	30%	28.20%	23%
26–35	35%	37.40%	38%
Under 25	29%	26.20%	32%
Over 56	6%	8.30%	7%

## ROSTELECOM'S AVERAGE HEADCOUNT IN 2016–2018, PEOPLE

Indicator	2016	2017	2018
Rostelecom Group's average headcount (including subsidiaries and affiliates)	142,532	133,685	128,530
Rostelecom's average headcount (excluding subsidiaries and affiliates)	121,316	112,594	107,930
Average headcount of subsidiaries and affiliates	21,216	21,090	20,600

## REGION DISTRIBUTION OF ROSTELECOM'S NEW HIRES IN 2016–2018

Region/centre	Average headcount in 2016	Average headcount in 2017	Average headcount in 2018	New hires in 2016, people	New hires in 2017, people	New hires in 2018, people	Share of new hires in total headcount in 2016, %	Share of new hires in total headcount in 2017, %	Share of new hires in total headcount in 2018, %
Volga	18,544	15,933	14,872	2,029	1,990	2,157	10.9%	12.5%	15%
Centre	24,452	23,655	23,254	2,286	1,775	2,386	9.3%	7.5%	10%
Far East	9,148	8,308	7,919	961	984	812	10.5%	11.8%	10%
North-West	14,949	13,505	12,734	1,710	1,413	1,303	11.4%	10.5%	10%
Siberia	15,562	14,960	14,346	1,917	1,505	1,757	12.3%	10.1%	12%
Ural	15,217	14,351	13,973	1,754	2,409	2,541	11.5%	16.8%	18%
South	17,831	16,444	15,181	1,590	1,368	2,557	8.9%	8.3%	17%
Headquarters	1,936	1,942	2,281	388	526	853	20%	27.1%	37%
Training and Production Centre	259	244.4	151	161	61	41	62.1%	25%	27%
Multifunctional General Service Centre	3,418	3,252	3,219	1,346	1,038	1,541	39.3%	31.9%	48%
Total	121,316	112,594	107,930	14,142	13,070	15,948	11.6%	11.6%	15%



TOTAL NUMBER OF EMPLOYEES THAT RETURNED TO WORK IN 2016–2018 AFTER PARENTAL LEAVE ENDED

Indicator	2016	2017	2018
Average headcount, people	121,316	112,594	107,930
Employees that returned to work, %	5.23%	5.26%	2.40%
Total number of employees that took parental leave, people	4,098	4,987	4,635
Total number of employees that returned to work, people	6,343	5,919	2,589

Note: Data for PJSC Rostelecom.

EMPLOYEE TURNOVER BY REGION IN 2016–2018

Region/centre	Number of dismissals in 2016, people	Employee turnover rate in 2016, %	Number of dismissals in 2017, people	Employee turnover rate in 2017, %	Number of dismissals in 2018, people	Employee turnover rate in 2018, %
Volga	4,269	6.5%	4,330	6.70%	2,943	8.11%
Centre	2,783	4.9%	2,516	4.33%	3,035	6.62%
Far East	1,704	8.0%	1,687	9.30%	1,276	9%
North–West	2,580	6.4%	2,881	6.78%	1,821	4.97%
Siberia	2,269	6.7%	2,129	7.65%	2,589	9%
Ural	2,817	7.3%	3,002	10.60%	3,265	14.37%
South	2,558	6.0%	3,019	7.50%	3,741	9.55%
Headquarters	220	6.4%	557	9.70%	420	10.41%
Training and Production Centre	155	42.9%	121	33.10%	103	35.79%
Multifunctional General Service Centre	1,549	23.7%	1,269	26.00%	1,248	5.36%
Total	20,904	6.89%	21,511	7.93%	20,441	8.64%

AVERAGE MONTHLY PAY OF ROSTELECOM EMPLOYEES IN 2016–2018, RUB THOUSAND

	2016	2017	2018
PJSC Rostelecom	39	44	47
Rostelecom Group (including subsidiaries and affiliates)	40	44	46

PJSC ROSTELECOM'S SALARY EXPENSES IN 2016–2018, RUB BILLION

	2016	2017	2018
PJSC Rostelecom	56.85	58.16	62.77
Rostelecom Group (including subsidiaries and affiliates)	66.02	67.20	69.81

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## RATIOS OF ENTRY LEVEL WAGE BY GENDER IN 2016–2018

Region	2016		2017		2018	
	Women	Men	Women	Men	Women	Men
Volga	245%	204%	304%	305%	276%	294%
Far East	395%	302%	249%	224%	430%	451%
Moscow	1,197%	1,330%	1,231%	1,598%	840%	1,027%
North-West	334%	327%	343%	315%	366%	384%
Siberia	271%	350%	267%	252%	319%	319%
Ural	314%	293%	287%	263%	349%	375%
Centre	304%	310%	316%	324%	387%	414%
South	236%	210%	305%	285%	275%	289%

## ROSTELECOM'S EMPLOYEE TRAINING COSTS IN 2016–2018, RUB THOUSAND

	2016	2017	2018
Total employee training costs	452,565	463,570	496,042
Annual training cost per employee	3.6	3.5	4.6

## ROSTELECOM'S EMPLOYEES TRAINED IN 2016–2018, PEOPLE

Employee category	2016	2017	2018
Top managers	92	54	92
Managers	7,951	7,148	5,752
Specialists	20,075	18,999	17,506
Dedicated categories (providing for the Company's core competence implementation)	9,111	7,837	6,424
Total	37,229	34,038	29,774