

APPENDIX 1. ADDITIONAL INFORMATION AND SUSTAINABLE DEVELOPMENT METRICS

Personnel development

Headcount and employee mix

Metric	2014	2015	2016	2017	2018
TOTAL HEADCOUNT AS AT THE END OF THE PERIOD, PEOPLE	61,465	66,497	66,561	67,882	70,648
including:					
> men	36,968	37,216	40,835	40,254	42,917 (61%)
> women	24,497	29,281	25,726	27,628	27,731 (39%)
including:					
> blue-collar employees	36,181	36,881	34,232	33,873	33,002 (47%)
> white-collar employees	25,284	29,616	32,329	34,009	37,646 (53%)
including:					
> below 30 years	-	-	-	14,647	14,422 (20.4%)
> 30-50 years	-	-	-	42,736	45,361 (64.2%)
> over 50 years	-	-	-	10,499	10,865 (15.4%)
TOTAL NUMBER OF EMPLOYEES HIRED, PEOPLE	17,457	17,694	14,841	17,184	16,808
including:					
> Russian regions	15,244	15,492	12,912	15,708	14,945
> CIS countries	1,705	1,727	1,104	881	1,116
> non-CIS countries	508	475	825	595	747
TOTAL NUMBER OF EMPLOYEES LEAVING, PEOPLE	15,133	16,684	14,335	16,093	15,205
including as a result of:					
> downsizing/redundancy					
> resignations	9,006	10,047	9,600	9,674	8,566
> dismissals					
including:					
> Russian regions	12,864	13,811	11,960	14,548	13,117
> CIS countries	1,549	2,000	1,902	1,056	1,131
> non-CIS countries	720	873	473	489	957

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Social package and benefits (₽ '000)

Benefit	2014	2015	2016	2017	2018
Free and subsidised meals	526,988	711,380	764,480	793,176	933,000
Voluntary health insurance	719,561	698,542	847,477	1,100,348	1,513,748
Compensation of travel packages	166,522	121,041	183,817	239,280	212,350
Housing programme	181,038	215,405	142,069	133,119	194,021
Sporting and cultural events	125,537	129,136	197,154	249,102	312,284

Personnel training

Metric	2014	2015	2016	2017	2018
TOTAL TRAINING DURATION, HOURS	2,054,092	1,927,478	2,289,437	2,930,760	2,166,150
including:					
> white-collar employees	876,192	1,052,928	1,145,836	1,404,960	1,082,549
> blue-collar employees	1,177,900	874,550	1,143,601	1,525,800	1,083,601
> men	1,252,996	1,175,762	1,396,557	1,729,148	1,278,029
> women	801,096	751,716	892,881	1,201,612	888,122

Safe development

TOTAL WATER CONSUMPTION, MCM	2014	2015	2016	2017	2018
TOTAL WATER CONSUMPTION	177.20	174.40	177.50	169.50	198.1

Metric	2014	2015	2016	2017	2018
COST OF ENVIRONMENTAL SERVICES, ENVIRONMENT SAFETY AND PROTECTION (₽ M ¹)	6,159.7	6,377.6	6,875.6	6,908.1	5,753.9

Changes in key waste management metrics (kt)

Metric	2014	2015	2016	2017	2018
Total waste generation	657.2	1,104.5	906.7	1,132.2	1,040.1
Waste disposal (including waste transferred to third parties for disposal)	324.8	689.6	415.4	739.9	616.8

Economic efficiency

Direct economic value generated and distributed (₽ m)

Metric	2015	2016	2017	2018
Direct economic value generated, including:	1,507,631	1,590,796	1,990,191	2,587,503
Revenues	1,467,943	1,545,608	1,934,589	2,489,292
Economic value distributed, including:	1,391,433	1,381,069	1,720,514	2,186,561
Operating costs, including	908,677	926,160	1,063,140	1,284,850
Employee wages and benefits	76,713	77,467	86,510	97,557
Payments to government	382,397	430,945	624,449	826,828
Payments to providers of capital	33,943	34,282	25,127	21,476
Economic value retained	116,197.9	209,726.2	269,676.5	400,942.0