

Appendix # 3  
to the decision of the Board of Directors of IDGC of Centre, JSC  
(Minutes dated 28.11.2014 # 26/14)

## **Staffing and Social Policy of IDGC of Centre, JSC**

**P BP 16/01-01/2014**

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**Data on the document**

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## **1. General provisions**

1.1. This Staffing and Social Policy of IDGC of Centre (hereinafter - the Policy) is an internal document of IDGC of Centre (hereinafter – the Company) and describes approaches, the purposes and tasks of the staffing and social policy of the Company within the limits of strategy implementation of development of the electric grid complex, confirmed by the order of the Government dated 03.04.2013 №511-r (hereinafter the Strategy).

1.2. The Staffing and Social Policy is developed with a view of personnel provision of the current and perspective tasks facing the Company, and is the document determining priorities and directions of work of the Company in the field of staff management, development of personnel potential, in social sphere.

1.3. The policy is developed taking into account the analysis of the current and look-ahead personnel situation in the Company and external factors (key tendencies and prospects of their change), capable to influence the condition of personnel resources of the Company.

The policy is the top level document in relation to other existing and developed local regulations of the Company in the field of staff management.

On the Policy basis target programs are developed and separately approved in the Company, which are directed on achievement of reference points and solving key tasks of the Policy.

## **2. The analysis of the current situation, key tendencies and prospects of their change**

The basic external factors influencing the personnel situation in the Company are as follows:

- a difficult demographic situation - reduction in employable population (retirement of the most numerous group born in the 1950-1960s), in a combination to deficit of manpower of younger age (result of decrease in birth rate in the 1990s);

- disbalance in the professional training system - a shift towards the higher school, easing of the state support of organisations of secondary vocational education, a lack of personnel, decrease in prestige of engineering professions, and, as consequence, decrease in level of preparation of entrants and graduates of technical colleges, discrepancy of education programs to real requirements of the employer;

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- requirements of income indexation of employees, fixed by the Branch tariff agreement in the electric power industry, growth of average earnings on regional labour markets on base posts for the electric grid complex, in the conditions of zero indexation of tariffs and necessity of optimisation of costs of the Company, including costs for the personnel;

- solving at the state level the task on development of uniform branch professional standards, attraction of key employers of the industry to development, planned adjustment of the state educational standards according to professional standards.

- non-uniformity of distribution of the population and manpower in territory of regions in which the Company operates, a severe shortage of staff in rural areas, low mobility of manpower.

The main complexities and restrictions in the current personnel situation in the Company:

- ageing of labour collectives - 41% of employees is older than 45 years;
- high requirement for the educated personnel with specialized skills – 51% of the personnel are blue collar employees;

- location of a part of the grid infrastructure in manpower deficit and remote areas;

- necessity of costs optimisation on the personnel, and as a consequence, risk of a failure to perform or execute not in full obligations to employees, decrease in competitiveness of the Company as an employer in the conditions of a growing competition on regional labour markets;

- necessity of long preparation of operation personnel at the local level;
- potential risk of injury of the activity to maintain the electric grid equipment;

- necessity of actualisation, taking into account implemented techniques and technologies, specifications of the staffing number of the production personnel and development of calculation procedures of the staffing number of managerial personnel;

The Company's strengths of the personnel situation refer to:

- positive dynamics of staffing level throughout last seven years, stably high staffing level since 2009 - on average more than 96%;

- low level of the indicator of active staff turnover – no more than 3%;

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- the salary level of employees of the Company as a whole exceeds the average income level in the regions of the service area;
- a competitive set of social privileges and guarantees fixed by the collective agreement is given to employees;
- availability of own educational centres;
- availability of a cooperation agreement with one of specialized institutions of higher occupational education, being the Company's base - Federal State Budget Institution of Higher Education «National Research University «MPEI»;
- strong all-round interaction with the higher educational institutions, educating in specialized directions for the electric grid complex.

### **3. Target reference points of the staffing and social policy**

The key objectives of the Company's staffing and social policy, destined to provide achievement of target reference points of the Strategy of development of the electric grid complex of Russia, are:

- planning of requirements in the personnel - provision of availability of trustworthy information about operative and look-ahead numerical and qualitative requirement for the manpower necessary and sufficient for accomplishment of tasks placed before the Company;
- timely provision of requirements of the Company in the personnel of needed qualification;
- provision of efficiency of activity of the personnel, labour productivity growth in the Company.

The specified key objectives of the staffing and social policy are achieved through realisation of a series of measures on various lines of business and achievements of the established target reference points given in item 5 of this Policy.

### **4. Conditions and principles of realisation of the Company's staffing and social policy**

4.1. Conformity of the Policy to uniform principles and approaches to staff management in the electric grid complex taking into account regional specificity.

4.2. The maximum conformity of mechanisms of realisation of the Policy to the best practices and standards of work with the personnel.

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4.3. Forming of a complex of directions and methods of work with the personnel, allowing the Company quickly and effectively to adapt to corporate and external changes.

4.4. Work in the conditions of uniform personnel space, use of single technologies, general information resources of the electric grid complex with a view of increase of efficiency of personnel work and provision of decrease in costs.

4.5. Granting to employees equal possibilities and inadmissibility of discrimination on any criteria.

4.6. Creation of conditions for the maximum developing of labour potential of employees, provision of realisation of the approach «attitude to the personnel of companies of the electric grid complex as to human capital», assuming investment in development of employees and receipt of the maximum return from the investment.

4.7. Creation of conditions at which professionalism, productivity, motivation to professional development and sharing of common corporate values are the necessary requirement of advancement in the Company.

4.8. Forming of image of the Company as a socially responsible, preferable employer with a view of increase of appeal of the Company for highly-skilled employees.

## **5. Substantive provisions of the staffing and social policy**

### **5.1. In the field of organizational design**

Forming of an organizational and functional structure of the Company is created on principles of unification and typification of organizational and functional structures of the companies of the electric grid complex and is based on following approaches:

- construction of through functional chains of management of JSC "Russian Grids"<sup>1</sup> - the executive office of the Company - the administration office of the branch, provided with corporate procedures according to the current legislation, allowing the higher level of management to perform regulation, control over the activity and to participate in accepting personnel decisions on a functional vertical;
- optimum distribution of functions between the management levels, providing fixing methodological, control, consolidating and representative

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<sup>1</sup> According to the Strategy of development of the electric grid complex

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functions to the executive office of the Company, and to the branch - realisation of the current operational activity;

- optimisation of the number of levels of management at observance of rates of controllability;

- technologically, organizationally and economically reasonable distribution of functions between functional directions, provision of effective horizontal interaction.

The structure should correspond to the current requirements and tasks facing the Company, and can be updated.

Internal documents and local regulations according to the functional structure to subdivisions and employees fix the rights, obligations, powers and responsibility.

## **5.2. In the field of management of staffing number**

Management of staffing number in the Company is directed on provision of growth of labour productivity of employees, at observance of the requirements shown to reliability of functioning of the electric grid complex.

Additional sources of optimisation of the staffing number and performance improvement of work of office and management personnel is realisation of organizational events - centralisation / decentralisation of functions, optimisation of functional processes.

Reserves of optimisation of the staffing number and performance improvement of work of the production personnel lie in a technological area - implementation of new techniques and technologies, including unattended equipment, automation of technological processes.

Efficient control over the staffing number is one of mechanisms of reducing operational expenses of the Company.

Management efficiency of the staffing number is provided with conformity of the staffing number of all production personnel of the Company to uniform reasonable specifications and achievement of a share of the staffing number of office and management personnel according to the best world practices at the level, which does not exceed 15%.

## **5.3. In the field of personnel provision and employees development**

5.3.1. The Company demands from employees and job applicants the unified qualification requirements determined by level of a post and a type of activity:

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- to education and work experience;
- to professionally important knowledge, skills and competence.

The Company is responsible for availability of the reasonable and actual qualification requirements to all posts of the Company, except the posts appointment and approval of nominees for which is within the competence of the Company's Board of Directors (General Director, Assistants to General Director and Director of branches).

Target reference point is availability of the uniform unified qualification requirements for 100% of posts of the Company.

The competency building approach is provided with a complex system of estimation and is a basis of key directions of work with the personnel - recruiting, employee development, personnel reserve, etc.

5.3.2. The Company performs planning of current and perspective requirement for the personnel, based on uniform methodological principles, taking into account the following:

- plans for development of grids;
- dynamics of movement of the personnel;
- qualification requirements to the personnel.

The perspective and current requirement of the Company for the personnel is a basis for development and realisation of programs of attraction, rotation and development of employees.

5.3.3. At satisfaction of requirements of the Company in the personnel the priority is given, first of all, to acting employees and their development according to qualification requirements (a reference point is replacement not less than 60% of executive positions with internal nominees), to attraction of young specialists with specialized occupational education.

5.3.4. The Company with a view of timely replacement of posts by qualified personnel, and also for granting to employees of possibilities to get new experience, maintain their interest and working motivation, performs career planning of employees, both within the limits of the Company, and in the electric grid complex as a whole. Mechanisms of building a career are personnel reserves, rotation schemes and mobility of the personnel.

5.3.4.1. Personnel reserves are formed for the posts demanding long education and provision of continuity:

- executive positions up to the level of line managers (from heads of structural subdivisions of the executive office and the administration office of a

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branch to a head of a substation / a Distribution Zone) - administrative personnel reserve;

- posts effective fulfilment of obligations for which demands profound knowledge of specificity of activity of the electric grid complex - personnel reserve for key posts.

Development of personnel reserve is performed on the basis of individual plans for development considering actual level of competence of employees and qualification requirements of target posts. Development programs include both training events, and a set of self instructions, including during working process.

Revealing of talented youth and creation of the conditions promoting the most complete development of potential of young specialists of the Company are performed within the limits of work on forming of the youth personnel reserve.

5.3.4.2. Realisation of programs of mobility of the personnel is aimed at provision by qualified personnel in labour forces deficit areas in the service area of the Company, and personnel support of programs and projects of the federal and common corporate values in regions of operation of companies of the electric grid complex.

Mobility programs assume application to participating employees of special approaches in the field of motivation, career planning, training and development.

5.3.4.3. "Vertical" and "horizontal" staff rotations serve the purposes of increase of professional competence of employees through development of adjacent functional areas by them and getting new experience in the subject area, and also dissemination of the best work practice and implementation of corporate values in companies of the electric grid complex.

5.3.5. In the electric grid complex administration of exchange / continuity of saved up expertise and knowledge is made. Knowledge transfer mechanisms are:

-regular carrying out common corporate seminars, meetings on functional lines of business;

-carrying out of contests and competitions of professional skills;

-mentorship institute;

-attraction of veterans of industry to teaching activity within the corporate training;

-publishing guidelines and methodical materials with the description of the best practice and unique experience of specialists of the electric grid complex;

- common corporate information and educational resource (a portal of knowledge);

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- carrying out of events - meetings / working meetings / competitions of professional skills, allowing to perform exchange of the best practices among the companies of a region/country performing functions on transmission and distribution of electric power.

5.3.6. With a view of provision of personnel requirements of the Company by the employees sharing corporate values, possessing correct professional attitudes and ready for long-term work in the electric grid complex, the Company performs work on maintenance and development of labour dynasties. The professional continuity has special value for personnel provision of divisions of the Company located in labour forces deficit, remote areas.

5.3.7. The system of the Company's staff training and development is aimed at developing potential and the professional advancement of employees meeting qualification requirements of the current or target post, taking into account perspective requirements, external environment changes and the level of competence development of the employee.

The staff training and development system is based on principles of timeliness, sequence and continuity.

Planning of programs of training, retraining and advanced training of employees is performed taking into account the following approaches:

- provision of unconditional accomplishment of requirements on compulsory education / certifications of the personnel of the Company (the Rules of work with the personnel at enterprises of the electric power industry, the requirements of Rostekhnadzor, etc.);

- priority of training under the programs of preparation supporting introduction of new techniques, technologies and realisation of new types of activity, aimed at development of innovative competence of the personnel, under corporate programs of training, under programs of development for heads and succession pool members;

- achievement of target reference points for a share of trained employees a year - not less than 30%, for costs for personnel training - at assignment to the Company of the creditworthiness group of B <sup>2</sup> - not less than 1% of the wages fund, the creditworthiness group of A,B - not less than 1,5% of the wages fund;

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<sup>2</sup> According to the Regulation on the credit policy of IDGC of Centre, JSC (approved by the decision of the Board of Directors of IDGC of Centre dated 30.09.2013, Minutes #21/13)

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- provision of observance of the balance between costs of working and personal time of the personnel at the training organisation.

The Company's activity in the area of creating an effective system of staff training and development assumes:

- provision of basic needs in preparation of the production personnel by own forces - in corporate educational centres which are founded by the Company and other companies of the electric grid complex;

- provision of licensing of the educational centres and rendering educational services by them to third parties;

- provision of preparation of the personnel at own educational centres according to qualification requirements;

- introduction of uniform standards of activity of corporate training centres set by the methodological centre of corporate training of employees of the electric grid complex;

- interaction with educational institutions regarding adaptation of programs of additional education to current and perspective requirements of the electric grid complex, including assistance in material resources development;

- introduction of modern technologies of the training directed, including, on decrease in costs of staff training, retraining and advanced training;

- introduction of a system of performance evaluation of training;

- participation in creation of a corporate rating of providers of educational services and training programs.

5.3.8. Key sources of attraction of the personnel in the Company are institutions of higher, secondary and elementary vocational education mainly located in regions of the service area of the Company's branches, training in the directions / specialties demanded in the electric grid complex.

5.3.9. The main forms of co-operation with basic educational institutions are:

- training of specialists for the Company within the limits of target recruitment;

- selection of the best students, work with them in learning process, including scholarship, organisation of passage of industrial practice and subsequent employment in the Company;

- organisation of work of students' construction crews at facilities of the Company;

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- taking into account specificity of the Company's activity while training young specialists by educational institutions by means:

- interaction with educational community, training-methodical associations of educational institutions with a view of provision of synchronisation of educational and professional standards;
- developments/modification of specialized programs of training of specialists in educational institutions (including programs of preparation of engineering personnel and master's degree programs), participation of employees of the Company in educational process;
- assistance to development of material resources of training of specialists in educational institutions (equipment of classrooms, laboratories, transfer of samples of the electric grid equipment used in electric grids, etc.);
- organisation of training of teachers in the Company;

- organisation of carrying out by employees of the Company of dissertational researches on themes, actual for development of the electric grid complex;

- attraction of students and post-graduate students to accomplishment of works and researches on subjects of activity of the electric grid complex.

5.3.10. As additional possibilities for personnel attraction for work the Company specifies:

- cooperation with regional placement services regarding realisation of joint career guidance projects, programs of training for a new profession of persons registered in a placement service, including at the expense of placement services;

- participation in forming a uniform, within the electric grid complex, corporate databank about vacancies and CV of job applicants;

- development of a corporate site of the Company as an information and advertising source for job applicants;

- publication of the information on all vacancies opened in the Company.

5.3.11. The Company has transparent and non-discriminatory procedures of personnel recruitment in place. With a view of provision of qualitative staffing a complex of procedures providing estimation of professional and personal qualities of the job applicant, check of the data reliability presented by the job applicant is conducted by security subdivisions.

5.3.12. Personnel provision of executive positions to the level of line managers (a head of a substation / a Distribution Zone) is performed on a

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competitive basis, including by means of carrying out of open competitions, at observance of corporate procedures.

5.3.13. A prominent aspect of personnel provision is realisation of events directed on increase of prestige of work in the electric power industry and advancement of the Company's brand as a preferable employer in a region of the service area.

With a view of advancement of the brand of the socially responsible employer on a regional labour market regular information campaigns, acquainting potential employees with the purposes, tasks, values, priorities and possibilities given by the companies of the electric grid complex, are held.

Career guidance events and programs directed on increase of prestige of work in the electric power industry, implemented by the Company, are differentiated depending on target audience (schoolchildren, their parents, students, graduates of professional educational institutions) and include various forms and methods of information influence - distribution of advertising and career guidance goods, participation in carrying out of trade fairs of vacancies, carrying out of open doors days, excursions to electric grid facilities, scientific and creative contests.

5.3.14. The Company provides comfortable employment conditions. Employees, who are recruited/transferred within companies of the electric grid complex, in the first months of work are provided with adaptation support including carrying out of a series of information events, as well as bridging seminars, induction meetings, distribution of materials about the company and assigning an instructor (for production personnel and young specialists).

5.3.15. Indicators of successful realisation of the provisions stated in points 5.3.1 - 5.3.14 of this Policy are:

staffing level of the Company not less than 97%;

stage-by-stage completion to 100% of a share of the employees having occupational education<sup>3</sup>.

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<sup>3</sup> The given standard does not extend to support personnel - workers occupied at subsidiary and auxiliary works in sphere of administrative provision, public catering, transport servicing of executive offices

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#### **5.4. In the field of personnel performance management (motivation of the personnel)**

For provision of effective functioning of the Company it is necessary to create conditions for motivation of employees for productive work.

5.4.1 The basic condition of motivation for productive work is determination for employees of the Company individual, accurate and measurable working tasks and corresponding motivational schemes. Regular estimation of productivity of employees is performed in a certification format - for employees with whom permanent employment contracts are concluded, and performance appraisals following the results of the expiry of the term of employment relationship - for employees with whom temporary employment contracts (agreements) are concluded. Results of the estimation are a basis for accepting of personnel decisions - development, transfer, dismissal of employees. The conclusion of temporary employment contracts (agreements) is obligatory for all categories of employees for who this possibility is provided by the acting labour law.

5.4.2 The wages system in the Company is based on uniform principles taking into account regional features and provides competitive level of income on comparable posts in regions. The substantive provisions of the wages system are fixed by the Regulation on salaries and emoluments of the Company, the collective agreement and standards of the Branch tariff agreement in the electric power industry. The wages system provides an establishment of the fixed part - a salary, surcharges and allowances, and also a variable part - awarding. The net salary of the production personnel is subject to regular indexation. The scheme of income formation of each employee should be communicated and explained to him or her if necessary.

5.4.3 The payment principle by result is implemented through the system of awarding considering personal productivity of the employee and his or her contribution to achievement of the corporate objectives and tasks. Provision of achievement by employees of the key goals facing the Company is reached by means of application of the uniform balanced system of key performance indicators.

5.4.4 At receipt of excess planned effect from realisation of projects/priority tasks, the part of the received means can be directed on additional awarding of employees - participants of the project/executors of tasks.

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5.4.5 The additional tool of motivation of employees of the Company for effective work are procedures on rewarding and acknowledgement of merits of employees (corporate awards), carrying out of competitions «the best in a profession», «the best subdivision», etc.

### **5.5. In the field of social privileges and guarantees**

Interaction of the Company with employees as the employer is built on principles of social partnership.

5.5.1. In the Company, the interests of employees of which are represented by trade union organisations, with a view of provision of social stability in labour collectives the interaction is built on principles of constructive cooperation and social partnership, the trade union organisations are involved in solving tasks facing the companies, with division of responsibility for results.

5.5.2. The Company in conformity with the collective agreement implements programs of social protection and corporate support of employees. Social protection programs (medical insurance, insurance upon accidents, life insurance, non-state pension provision) are aimed, at origin of certain circumstances, at giving to employees a guarantee of security and minimising potential risks of the employer.

The social security system is built on principles of economic feasibility, differentiation for various employee groups, equal share and transparency.

5.5.3. The Company supports and assists to employees in improvement of living conditions, including by means of forming specialised housing facilities, realisation of the program of provision of corporate housing, partial compensation of housing rent, interest rates on mortgage schemes.

5.5.4. The Company aspires to give social support to families of the employees, including compensation of a part of the sums of the maintenance of children in children's preschool and educational institutions, organisation of children's rest, rendering targeted material aid, and also support to veterans - the former employees of the Company

5.5.5. The principle of social partnership in the Company along with interaction with the trade union organisations provides direct dialogue of the Company's management with the labour collective (regular meetings), carrying out of monitoring of satisfaction of the personnel with conditions of work, level of income, privileges and compensations.

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5.5.6. Programs of social and cultural orientation - support of labour dynasties, creative competitions, cultural events, charitable campaigns, and also projects in the field of physical culture and sports, promoting a healthy way of life, act as additional mechanisms of provision of involvement of the personnel and adherence to corporate values.

5.5.7. The termination of employment with the Company's employees is performed in strict compliance with the labour law, with observance of interests of the parties and rendering comprehensive support to released employees under the Company's decision.

## **5.6. In the field of safety of activity of the personnel and corporate culture**

The Company takes measures and applies systems providing high quality of infrastructure, allowing to prevent job-related illnesses and to provide working capacity of employees.

5.6.1. Specificity of activity of the electric grid complex makes special demands to safety of the activity and working conditions of employees for what it is provided with:

- knowledge and observance by employees of requirements of industrial safety rules and production safety;
- observance of labour discipline by employees;
- favorable psychophysiological status of the employee.

5.6.2. With a view of safety of activity of employees the Company implements the following:

- priority training of employees to industrial safety rules and production safety, techniques of safe accomplishment of work at power facilities;
- carrying out of competitions of professional skills among operators, first responders and repair personnel with working out practical skills of safety;
- determination of uniform requirements to psychophysiological condition of operators, first responders and repair personnel and provision of carrying out initial (at employment) and periodic psychophysiological tests and medical checks for 100% of the production personnel;
- provision of decent working conditions and household provision of the production personnel, including special clothes, observance of sanitary and hygienic standards.

Key measurable indicators of efficiency of the Policy implementation:

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Indicator	Target value by 2017
staffing level of the Company	not less than 97%
stage-by-stage completion to 100% of a share of the employees having occupational education <sup>4</sup> , provision of positive dynamics of the indicator	gain not less than 5% a year
office and management personnel share in an aggregate number of employees of the Company	not more than 15%
posts of the Company provided with uniform unified qualification requirements	100%
replacement of vacant executive positions by candidates from persons employed in the Company/companies of the electric grid complex (internal candidates)	not less than 60%
share of trained employees a year	not less than 30%
ratio of costs for training the personnel to the wages fund: at assignment to the Company of the creditworthiness group of B <sup>5</sup> at assignment to the Company of the creditworthiness group of A,B	not less than 1% not less than 1,5%
carrying out initial (at employment) and periodic psychophysiological tests and medical checks for 100% of the production personnel	100% of the production personnel

## 6. The control over the policy implementation and its updating

Responsibility for observance of the principles of the staffing and social policy, goals and tasks achievement lies on heads of all levels of management of the Company.

Employees of the Company are active and equal partners of realisation of the staffing and social policy, goals achievement of the Policy depends on the responsible attitude of each employee to accomplishment of the job responsibilities and his or her participation in solving common corporate tasks.

<sup>4</sup> The given standard does not extend to support personnel - workers occupied at subsidiary and auxiliary works in sphere of administrative provision, public catering, transport servicing of executive offices

<sup>5</sup> According to the Regulation on the credit policy of IDGC of Centre, JSC (approved by the decision of the Board of Directors of IDGC of Centre dated 30.09.2013, Minutes #21/13)

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HR divisions of the Company perform the common management of the process of realisation of the staffing and social policy and give the qualified support to all participants of the process.

The Policy implementation assumes accurate and timely provision and exchange of information according to existing rules and procedures among all participants of the process.

Efficiency of realisation of the staffing and social policy is provided with introduction of modern information systems.

The Staffing and Social Policy of the Company is implemented at strict observance of requirements on personal data protection.

Updating (actualisation) of the Policy is performed as required, but not fewer than once in five years, the updated edition of the document is approved by the Company's Board of Directors. A basis for early updating is essential change of external factors, including the standard environment, economic policy of the state, condition of the regional markets of manpower and change of internal conditions of the Strategy of development of the electric grid complex implementation, condition of human resources of the Company.

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