

Distribution of employees by education, persons

Employees	2016	2017	2018
Higher vocational education, incl. employees of the following categories:	7,723	8,136	8,434
workers	1,478	1,561	1,687
specialists, office workers and technical executives	4,532	4,725	4,742
heads	1,713	1,850	2,005
Two higher educations, incl. employees of the following categories:	900	875	912
workers	82	71	84
specialists, office workers and technical executives	536	524	534
heads	282	280	294
Academic degree	14	16	17
Secondary vocational education, elementary vocational education, incl. employees of the following categories:	8,012	8,204	8,382
workers	5,918	6,023	6,236
specialists, office workers and technical executives	1,425	1,451	1,356
heads	669	730	790
Secondary (complete) general education, basic general education (incomplete secondary)	3,070	2,802	2,573
Total	19,719	20,033	20,318

Policy in the sphere of personnel development is aimed at the maintenance of high professional level of employees. More than 45% of Company employees have high vocational education and 41% of employees have secondary and elementary vocational education.

RECRUITMENT

Personnel are recruited to vacant positions in case of transfer or dismissal of employees, and to newly created positions.

As of 31.12.2018, Company management personnel reserves comprise 1,890 employees of the executive body and branches.

Out of 580 appointments to management positions conducted in 2018 in the Company branches and executive body, 367 posts (63.3%) are staffed by internal candidates, of whom 244 employees (42.1%) are from the candidate pool. Due to systematic work personnel reserves, the ratio of the provision with managerial succession pool of all the established positions of head officers amounted to 93.4%.

For the purpose of collection of information on potential candidates, labor market is monitored and external candidate pool is formed for the following positions: mid-level executives (from the level of department head), heads and chief engineers for production departments, regional electric grids, operations supervisors, etc.

Staffing by segments (average for the Group), %

Branch name	2016	2017	2018	2018 (plan)
Altay Region (Altayenergo)	94.5	96.84	98.03	97
Republic of Altay (Gorno-Altayskiye Power Grids)	95.84	98.47	97.48	97
Republic of Buryatia (Buryatenergo)	95.79	96.59	97.9	97
Krasnoyarsk Region (Krasnoyarskenergo)	92.7	97	97.31	97
Kemerovo Region (Kuzbassenergo – Regional Electric Grids)	94.65	97.01	97.19	97
Omsk Region (Omskenergo)	96.04	98.19	97.5	97
Republic of Khakassia (Khakasenergo)	98.26	98.42	97.3	97
Zabaikalye Region (Chitaenergo)	92.79	97.13	97.55	97
total for PJSC IDGC of Siberia	94.54	97.23	97.56	97

Distribution of newly admitted employees by regions, persons

Branch name	2016	2017	2018
Altay Region (Altayenergo)	488	638	420
Republic of Altay (Gorno-Altayskiye Power Grids)	90	120	90
Republic of Buryatia (Buryatenergo)	346	487	528
Krasnoyarsk Region (Krasnoyarskenergo, IA)	813	943	902
Kemerovo Region (Kuzbassenergo – Regional Electric Grids)	363	499	389
Omsk Region (Omskenergo)	623	647	522
Republic of Khakassia (Khakasenergo)	173	206	492
Zabaikalye Region (Chitaenergo)	413	470	438
Total	3,309	4,010	3,781

By the results of selection, employee of the Department for Personnel Management and Organization Design (DPM) conducts preliminary interviews (including by telephone) with candidates selected by the head of the structural subdivision, in order to evaluate candidates' personal and business qualities, understand their motives for the job change, and after that organizes personal interviews of the candidates with the head of the structural subdivision. In the process of selection, no discriminating criteria are applied to the candidates. Dropout of candidates due to sex, age, nationality or religion is not allowed. The Company has workplaces for the disabled people. Information on such vacancies is sent to job centers. When selecting among the candidates, the head of the structural subdivision conducts an interview, solely inclusive of the specificity of the relevant vacancy and the requirements specified in the job description. The following aspects are assessed:

- A level of professional knowledge, skills and abilities of the candidates
- Availability of qualities required for work performance

Number of employees newly hired in the reporting period, persons

Employees	2016	2017	2018
Total number of newly hired employees in the reporting period	3,309	4,010	3,781
Share of employees hired in the reporting year, % (hired/headcount)	16.3	19.931	18.572
Share of employees hired in 2017 and remaining by the end of 2018 ¹		77.9	79.5

1. Number of working employees (by the end of the reporting period) hired in the previous year / total number of employees hired in the previous year

Distribution of newly hired employees by age, persons

Employees	2016	2017	2018
Up to 30 (inclusively)	1,774	2,144	1,874
31-40 years	801	1,047	1,079
41-50 years	395	516	526
51-55 years	118	153	152
Above 55 years	221	150	150

The Company actively engages young specialists – more than 70% of the total number of employees hired – to increase its human capital. The biggest share of employees hired is presented by young people under 30. The second category in terms of number is presented by employees having experience in specialty at the age below 40, which has positive impact on personnel efficiency.

Distribution of newly hired employees by sex, persons

Employees	2016	2017	2018
Men	2,534	3,106	2,832
Women	775	904	949

Due to the specificity of production in the power industry, traditionally, most workplaces are occupied by men – they are almost 3-fold more than women. Whereby, there is no sex discrimination during hiring: women occupy both office and production positions, such as electricians.

Distribution of newly hired employees by education, persons

Employees	2016	2017	2018
Higher vocational education, incl. employees of the following categories:	1,175	1,536	1,389
Workers	473	543	414
specialists, office workers and technical executives	564	823	828
heads	138	170	147
Two higher educations, incl. employees of the following categories:	101	123	166
Workers	15	10	11
specialists, office workers and technical executives	58	77	113
heads	28	36	42
Academic degree	2	2	3
Secondary vocational education, elementary vocational education, incl. employees of the following categories:	1,248	1,497	1,316
workers	1,037	1,321	1,119
specialists, office workers and technical executives	174	140	177
heads	37	36	20
Secondary (complete) general education, basic general education (incomplete secondary)	783	852	907
Total	3,309	4,010	3,781

In 2018, 41% of specialists with higher vocational education were put on a payroll. More than 30% of newly admitted employees have secondary professional and elementary professional education. Personnel policy aimed at the attraction of certified specialists enables the Company to ensure higher quality of work and improves its readiness for the implementation of long-term digital transformation programs.