

PEOPLE development

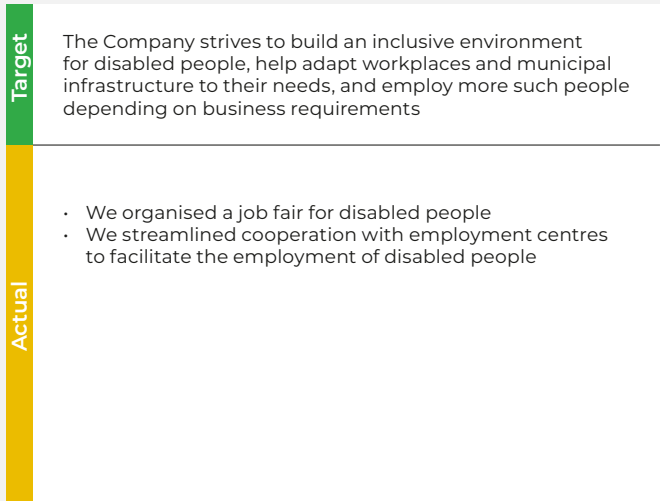
AREA, STRATEGIC GOALS AND HIGHLIGHTS OF 2024



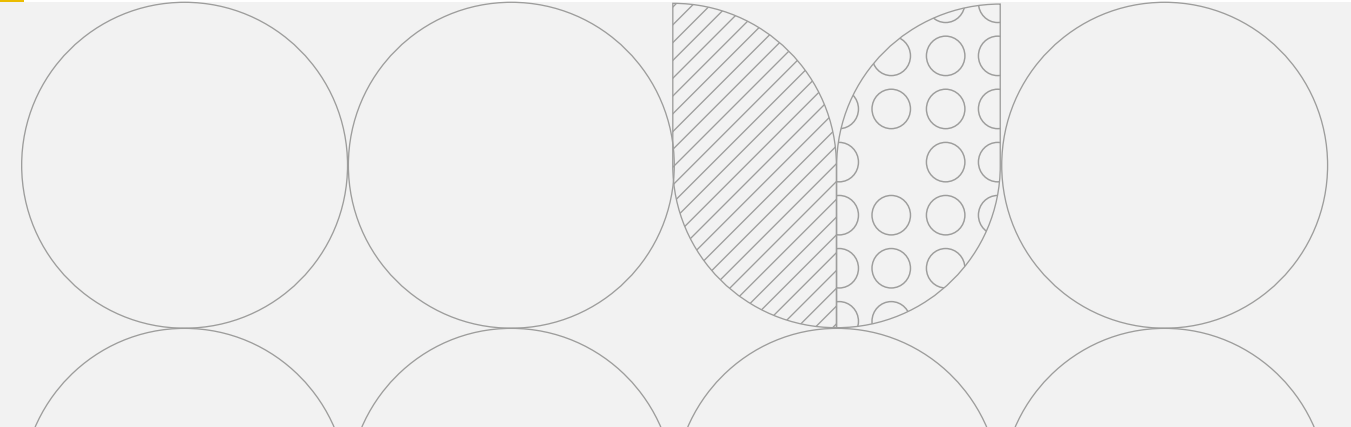
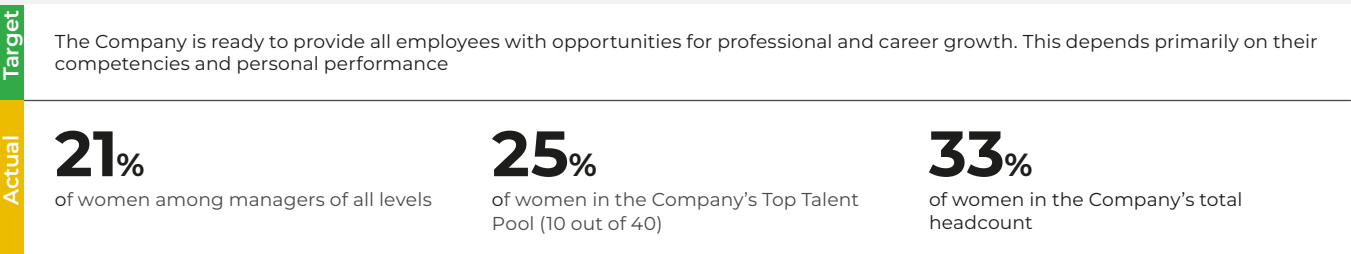
1 ANNUAL EMPLOYEE SURVEY



2 INCLUSIVE ENVIRONMENT



3 GENDER EQUALITY



4 TRAINING AND EVALUATION



5 INCENTIVES AND REWARDS



6 SOCIAL BENEFITS AND EMPLOYEE GUARANTEES



2024 ACCOLADES

- PhosAgro made it to the Top 3 best employers in Russia's chemical industry according to HeadHunter and the Top 100 employers among the country's majors
- PhosAgro cemented its leadership as the company with the most effective social and charitable programmes in the Russian Leader in Corporate Philanthropy competition
- The Balakovo and Volkhov production facilities won the Collective Agreement As the Basis for the Protection of Social and Labour Rights competition
- The highest, platinum status in the rating of best employers from Forbes
- PhosAgro secured victory in most categories and received the Grade 1 Responsible Business Leadership national award
- 22 company employees received state awards
- Highest scores in RBC's employer rating
- The Kirovsk plant's team was awarded the Order for Valiant Labour
- PhosAgro Engineering Centre became the leader among IT departments of the industrial sector in the All-Russian annual rating of IT employer brands
- PhosAgro received an award and special prize in the 11th "Creating the Future" National Contest for Best Employer Practices in the Socio-humanitarian Sphere, winning the High Start nomination



One of the strategic objectives of our HR policy is to support and improve the training and development system for our personnel. The Company works to ensure quality training for specialists, internal experts, and future managers. To do that, we invest in enhancing staff competence, fostering an internal talent pool, and promoting young specialists' professional growth.

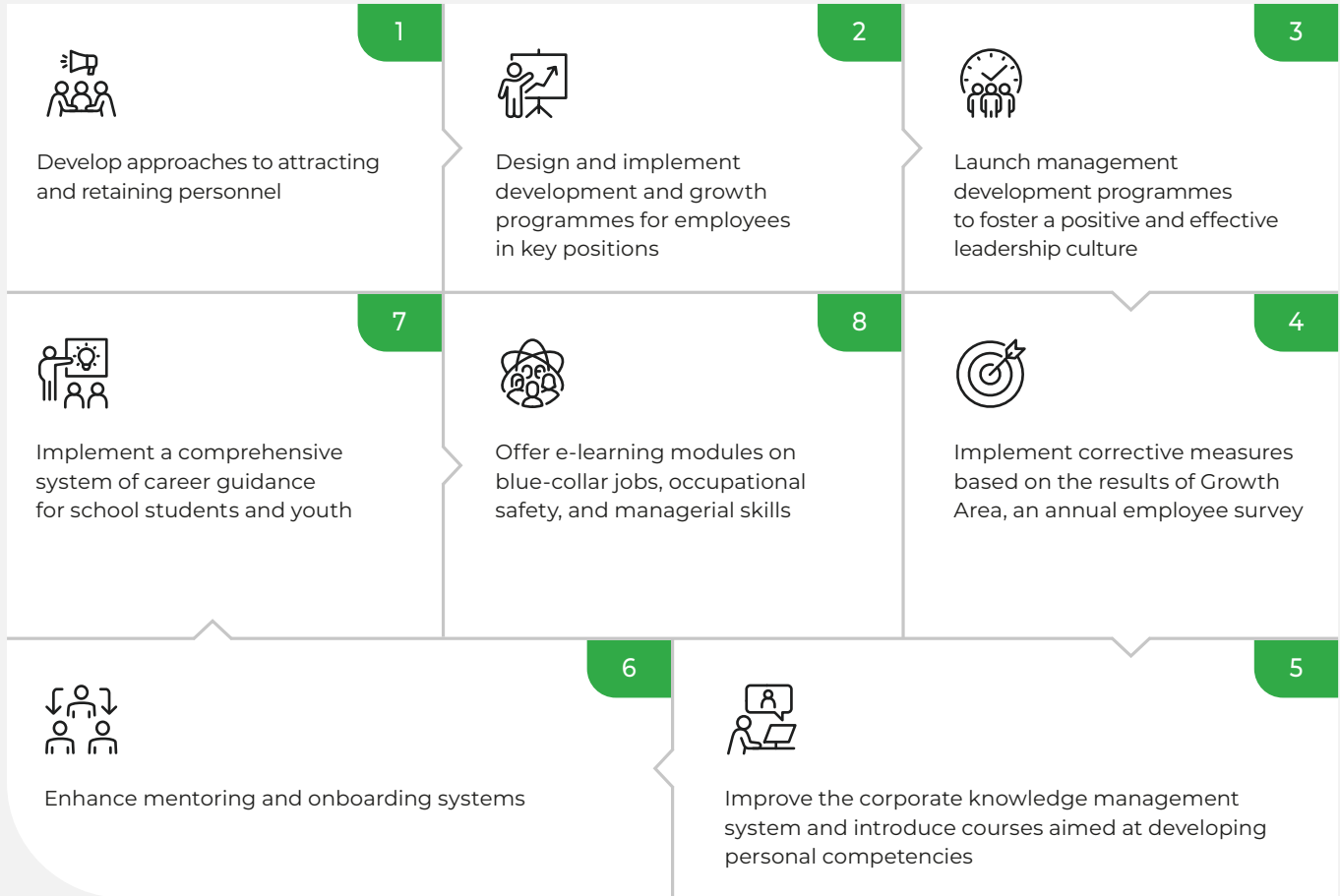


Dmitry Borodich
Human Resources and Social Policy Director

STRATEGY

PhosAgro employees are the key to its seamless operation, successful performance, and sustainable development. Elements underpinning the Company's HR management are professional growth and development, safe and high-quality working conditions, a culture of equality and respect, decent benefits and remuneration. PhosAgro strives to increase the engagement and efficiency of its personnel, as well as to support and motivate employees to achieve key business goals.

To deliver on our objectives, we:



Corporate HR Conference

In 2024, PhosAgro held its first HR conference, bringing together over 100 HR professionals from all regions where the Company operates, with a view to supporting its strategic HR management objectives. The event focused on fostering effective collaboration, enhancing participants' professional competencies, as well as studying and disseminating best HR practices.

HR managers and specialists took part in sessions dedicated to five key areas: Staffing; Evaluation, Training, and Development; Automation and HR Analytics; Remuneration and Organisational Performance Management; Corporate Social Policy. Each area had its dedicated workshops and brainstorming, with conference participants updating their knowledge of the most effective and up-to-date HR tools and methods with the help of leading industry experts.



MANAGEMENT APPROACH

GRI 3-3

We rely on a robust performance management system that covers all levels – from individual employees to the Company as a whole – to ensure PhosAgro's sustainable growth in line with its goals.

New-generation employees are aware of how important personal and professional growth is as it is a key to success and self-fulfilment in the constantly changing world. High remuneration is often no longer the main incentive, with self-fulfilment coming to the forefront if the Company invests heavily in developing the professional

skills and competencies which will be in demand going forward. This is why we place a strategic emphasis on supporting our people's drive for self-improvement. We seek to create the right environment for them to fully unlock their potential.

The Company's key production sites are located in the Murmansk, Vologda, Leningrad, and Saratov regions. As a major contributor to the local economy and one of the largest employers in these regions, PhosAgro has a significant positive impact on social development and welfare across its geography.

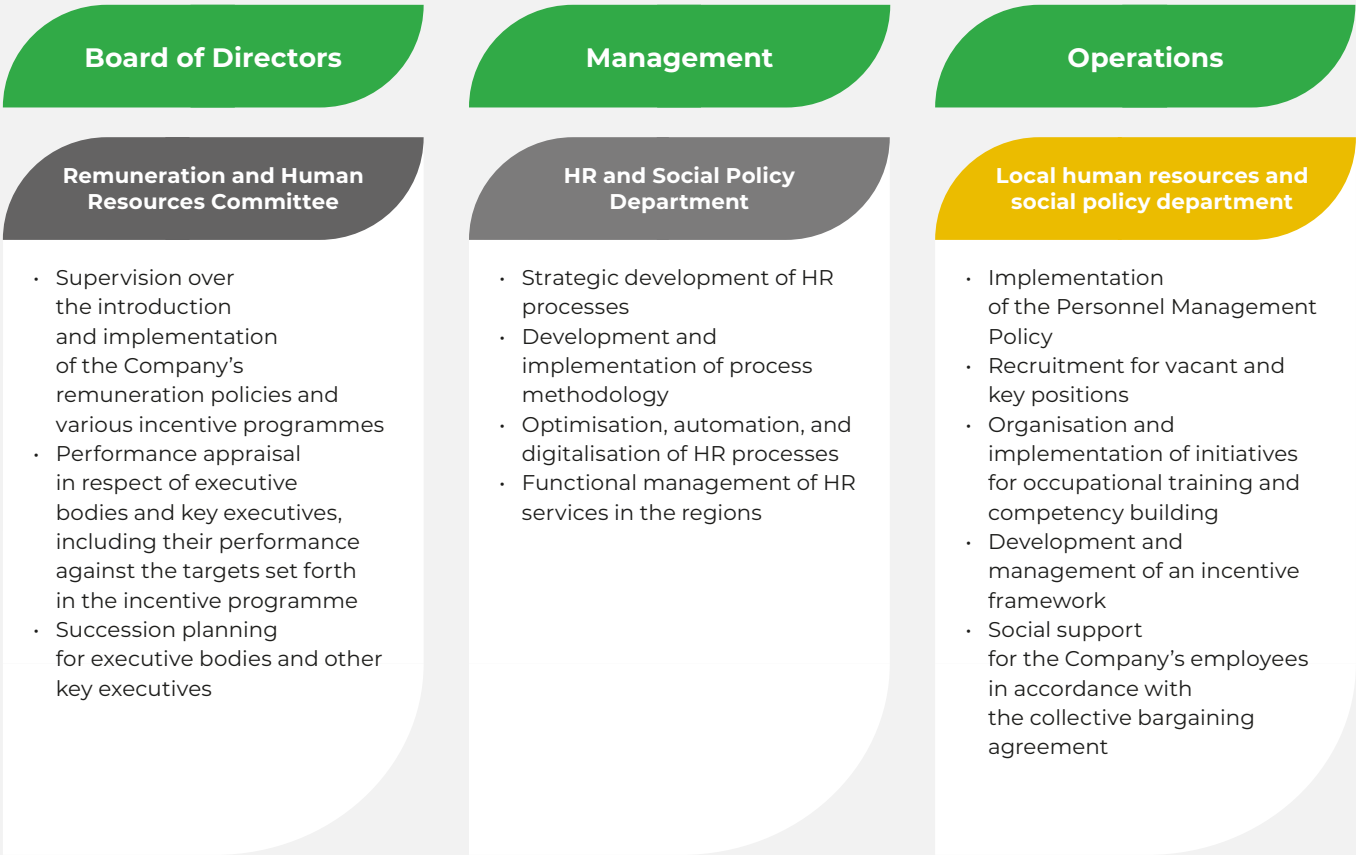
✓

In developing our production and creating new jobs, we seek to prioritise local residents when filling our vacancies.

89.6%

of on-site employees are hired locally

Integrated HR management framework



STAKEHOLDER ENGAGEMENT

PhosAgro maintains transparent communication with its employees and trade unions through a variety of traditional and digital channels, ensuring effective reach across all target audiences.

Key engagement mechanisms include:

- joint committees, working groups, consultations with trade unions, and employee social support programmes;
- employee opinion surveys, including satisfaction surveys regarding existing social benefits and the Company's corporate social responsibility policies, as well as other targeted surveys;
- open communication channels.

Open communication channels

GRI 2-25, 2-26

A sufficient number of diverse communication channels ensures a high level of employee awareness and provides opportunities for employees to openly share their opinions. These channels include corporate media, an intranet portal, a chatbot, a hotline, a mobile app, information boxes for requests, and social media accounts of the Company. Regular information sessions for the staff and management are among the most crucial and sought-after communication channels.

- Hotline: 8 8202 59 32 32, help@phosagro.ru
- <https://www.phosagro.ru/contacts/#sucurity>
- Employee support: 8 800 200 41 41, hr-phach@phosagro.ru

Thanks to effective communication, transparency, and willingness to provide feedback, employee trust has significantly increased – this covers trust in their immediate supervisors, the top management of the Group's facilities, and the Group as a whole.

HR management principles

Relations between the Company and its employees are governed by the Russian Labour Code.

2023 saw a new version of the UK Modern Slavery Act Transparency Statement approved, which discloses contributions towards the UN SDGs and the Company's social projects to combat violations of human rights. Over the last three years, our employees have received more than 28,000 additional training courses in human rights and corporate ethics.

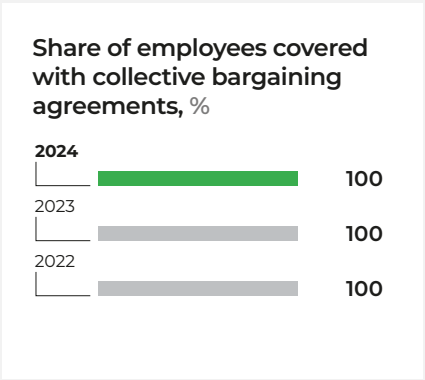
PHOSAGRO'S HR MANAGEMENT POLICIES FOCUS ON:

- organisational change management;
- personnel attraction and recruitment;
- personnel training and development;
- incentives and rewards;
- social benefits;
- corporate communication;
- working hours and leisure;
- respect for human rights and non-discrimination.

GRI 2-30, MED 32

We negotiate collective bargaining agreements with trade unions that address issues such as working conditions and compensation for employees at each of our production sites (usually for a three-year period, covering

100% of the employees of Apatit¹, its branches, and standalone business units).



PhosAgro is committed to fostering a culture of equal opportunity and embracing fair and transparent employment practices. The Company does not tolerate any form of discrimination in the workplace. All our employees have equal access to growth opportunities. A high level of professional competence, consistent performance results, and alignment with company values are the primary criteria for career progression, irrespective of gender.

✓

The workforce is predominantly male, reflecting the Company's industrial profile and the specific nature of the chemical and mining sectors. While recognising the specific nature of its operations, PhosAgro strives to maintain gender diversity across both its production and administrative functions. Based on these considerations, the Company develops its income generation strategy to ensure equal pay for equal work and comparable levels of professionalism.

¹ In accordance with the materiality principle, this metric is presented for Apatit (Boundary 2) (Apatit is a subsidiary of PhosAgro holding its production assets).

The Code of Ethics

In our operations, we seek to maintain an impeccable reputation and comply with ethical business practices. PhosAgro adopted a [Code of Ethics](#) in 2014 and updated it in 2021. It applies to all employees and is the Company's primary document that clearly defines our corporate culture, rules and regulations for collective behaviour within the Company, business and social relationships, and interactions with other stakeholders.

When agreeing and entering into contracts with external contractors, it is an imperative for us to cover arrangements and commitments related to mutual respect of human rights and compliance with the Company's Code of Ethics.

The Code outlines our common values and underpins our success, helping us avoid unjustified risks,

maintain long-term business growth, strengthen our position in the Russian and foreign markets, and increase the Company's value for shareholders and other stakeholders.

Recruitment

The Russian labour market entered 2024 facing a significant imbalance between supply and demand, with the shortage of skilled labour emerging as one of the economy's primary challenges. To address this constraint and attract highly qualified employees, PhosAgro implements a comprehensive approach to recruitment. We utilise all available talent acquisition channels, including job boards, referral programmes, various HR marketing tools, and are developing automated recruitment solutions.

Given the current labour market environment, the Company continues to invest in vocational training, employee learning and


development, and collaboration with educational institutions through its school-college/university-facility model. This model aims to attract highly educated, motivated, and well-trained young professionals to the Company by establishing a system for continuous improvement in education quality and targeted career guidance.

The Company is successful in its recruitment efforts, maintaining an overall staffing level of


97%

across the Group


Key elements of the school-college/university-facility educational model:



The PhosAgro Schools project running in cooperation with schools across our footprint. By creating the right environment at schools, we help guide graduates in their career choices. In 2024, we partnered with six schools under the project.



As part of our collaboration with secondary vocational institutions, we seek to create a pipeline of skilled employees with relevant competencies who are competitive in the labour market, acquainted with allied professions, and have what it takes to pursue career opportunities for their further employment with the Company. In 2024, the Company actively liaised with ten technical colleges.



Cooperation with universities serves to attract talented graduates in priority areas and create conditions for their professional development. Today, the Company actively collaborates with 24 universities that offer courses relevant to its core activities.

RISKS AND OPPORTUNITIES

The following strategic risks affect our HR management objectives (for more information, see the Strategic Risks section):

3

social risk

4

HR risk

6

health and safety risk



RISK AREAS SPECIFIC TO HR MANAGEMENT:

- Compliance with human rights and ethical standards

Provision of competitive incentives and social support to staff
- Workforce sufficiency, competence, and development

Health and safety



The Company develops corrective measures as necessary and unlocks opportunities to mitigate those risks. Below you can find more information about what we do on this front, including:

- a comprehensive approach to attracting highly qualified personnel (referral programmes, HR marketing tools, automated recruitment solutions, and other initiatives);

extensive opportunities for employee self-development through an online learning platform, a corporate digital library, etc.;

automated solutions and services for personnel assessment and training.

2024 METRICS AND HIGHLIGHTS

In 2024, the Group's average headcount was

23,613 people

As at the end of 2024, the number of employees with disabilities came in at

157

(vs 128 in 2023 and 88 in 2022)



GRI 2-8

In 2024, there were 852 employees working under civil law contracts with the Company, or 3.6% of the average headcount (vs 758 employees, or 3.5% of the average headcount, in 2023).

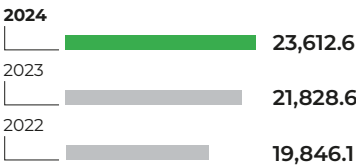
They mainly provided documentation support, cleaning, information and consulting, accounting, social support, and supervisory services.

The decrease in productivity was due to the growth of the Company's headcount as a result of investment projects and bringing equipment repair and maintenance functions back in-house.

In 2024, the employee turnover rate was 8.4%, up 0.3 p.p. y-o-y. This is attributed to a rise in voluntary resignations, driven by a greater availability of competitive salaries and benefits in the labour market.

Average headcount³ of PhosAgro Group, people

MED 25



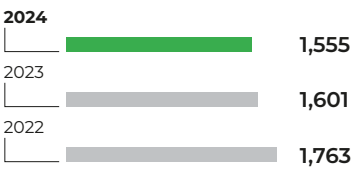
Breakdown of employees by gender, region, types of employment and employment contracts, number of employees

GRI 2-7, SASB EM-MM-000.B¹

	Permanent employees			Temporary employees			Number of employees (headcount) ²			Full-time employees			Part-time employees		
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Men	6,238	6,736	6,903	529	473	518	6,767	7,209	7,421	6,762	7,204	7,418	5	5	3
Women	2,321	2,426	2,517	168	229	252	2,489	2,655	2,769	2,476	2,635	2,742	13	20	27
Murmansk region, total	8,559	9,162	9,420	697	702	770	9,256	9,864	10,190	9,238	9,839	10,160	18	25	30
Men	3,721	4,433	4,741	105	110	154	3,826	4,543	4,895	3,825	4,538	4,890	1	5	5
Women	2,755	2,991	3,142	234	246	230	2,989	3,237	3,372	2,977	3,218	3,347	12	19	25
Vologda region, total	6,476	7,424	7,883	339	356	384	6,815	7,780	8,267	6,802	7,756	8,237	13	24	30
Men	1,594	1,792	2,061	63	112	146	1,657	1,904	2,207	1,654	1,901	2,205	3	3	2
Women	740	806	899	85	105	94	825	911	993	814	899	975	11	12	18
Saratov region, total	2,334	2,598	2,960	148	217	240	2,482	2,815	3,200	2,468	2,800	3,180	14	15	20
Men	1,100	1,192	1,307	117	144	156	1,217	1,336	1,463	1,215	1,335	1,463	2	1	0
Women	637	680	732	72	59	64	709	739	796	708	738	795	1	1	1
Leningrad region, total	1,737	1,872	2,039	189	203	220	1,926	2,075	2,259	1,923	2,073	2,258	3	2	1
Men	194	206	217	2	3	3	196	209	220	196	209	220	0	0	0
Women	147	157	158	3	8	5	150	165	163	150	160	162	0	5	1
Moscow, total	341	363	375	5	11	8	346	374	383	346	369	382	0	5	1
Men	557	563	580	7	1	2	564	564	582	561	550	576	3	14	6
Women	249	292	310	7	4	6	256	296	316	246	286	305	10	10	11
Other, total	806	855	890	14	5	8	820	860	898	807	836	881	13	24	17
Men	13,404	14,922	15,809	823	843	979	14,227	15,765	16,788	14,213	15,737	16,772	14	28	16
Women	6,849	7,352	7,758	569	651	651	7,418	8,003	8,409	7,371	7,936	8,326	47	67	83
Total	20,253	22,274	23,567	1392	1494	1,630	21,645	23,768	25,197	21,584	23,673	25,098	61	95	99

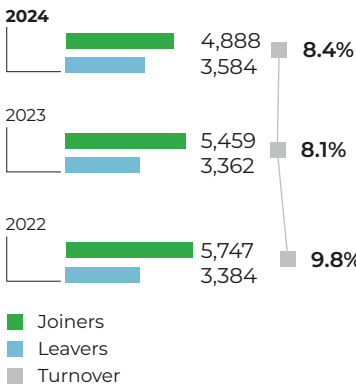
Productivity⁴, t per person

MED 5



Key personnel turnover indicators, people

GRI 401-1



For key personnel turnover indicators by age, gender, and region, see

p. 368-370

¹ For more information on the number of workers who are not employees, see page 371.

² Headcount as at the end of the reporting period. The headcount includes employees with an employment contract.

³ Calculated using the period average methodology by adding up headcounts for each calendar day of any given period and dividing the sum of these headcounts by the number of calendar days in the period.

⁴ The ratio of mineral fertilizers, phosphate rock, nepheline concentrate and syenite alkali aluminium concentrate produced to the average headcount of Apatit, including its branches and standalone business units.

Personnel breakdown, %

GRI 405-1

Age	Average headcount, %					
	2022		2023		2024	
	Men	Women	Men	Women	Men	Women
Employees by gender and age						
Under 30 years	10.9	5.5	11.3	5.3	11.5	5.3
30–50 years	45.5	23.2	45.3	22.8	45.4	22.4
Above 50 years	9.3	5.6	9.7	5.6	9.7	5.7
Employees by category						
Blue-collar employees	42.7	14.5	42.9	13.6	43.1	13.3
White-collar employees	12.6	16.9	12.9	17.2	12.7	17.3
Managers	10.5	2.9	10.5	2.9	10.8	2.8
Employees by education						
Higher	25.4	19.7	25.5	19.6	26.0	19.7
Basic vocational	16.6	5.0	16.6	4.8	16.1	4.5
General	10.2	3.6	10.1	3.4	9.9	3.4
Secondary vocational	13.5	6.0	14.2	5.8	14.6	5.8

1 ANNUAL EMPLOYEE SURVEY

The annual Growth Area survey provides insights into personnel perceptions of PhosAgro's initiatives and measures aimed at professional development and employee well-being. Thanks to this survey, we can assess employee satisfaction with implemented improvements and identify challenges perceived as emerging issues for the Company.

Conducted for the 12th consecutive year, the survey yielded the highest ever scores across the majority of metrics and indicators. With an 83% participation rate (23% above the target), the survey demonstrates a high level of employee engagement and a willingness to openly share opinions.

The consolidated satisfaction and loyalty index reached 76 p.p., a 33% increase over the past four

years. The engagement index rose to 75 p.p., surpassing the industry-wide benchmark for manufacturing and mining industries (provided by an independent consulting firm by 12%.

89%

of employees would recommend the Company as an employer

Trust in top management decisions stands at 91%, while perceptions of income competitiveness and fairness have tripled in the last two years.

The survey results demonstrate that employees of PhosAgro Group hold a positive view of the Company's overall strategy and the effectiveness of its annual improvement plans.



What our employees value most are the Company's reliability and continuous development.

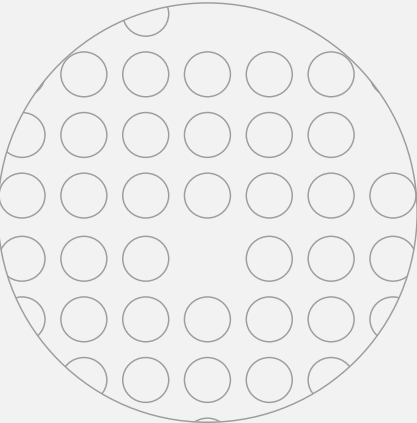
2 INCLUSIVE ENVIRONMENT

MED 25

As at the end of 2024, the Group employed 157 people with disabilities (128 in 2023 and 88 in 2022). We believe we must exercise an individual approach when hiring people with special needs, and we are aware of our responsibility to create an inclusive environment for them.

The Company honours all its obligations related to the employment of the disabled as required by applicable laws. Beyond compliance, we actively hire people with special needs, organising workplaces to accommodate individual rehabilitation/habilitation programmes. Due to the limited number of workplaces with acceptable working conditions for people with special needs, the Company signs workplace lease agreements and provides comprehensive assistance in setting them up in other organisations.

We support and provide an expert opinion at Abilympics, a competition for the promotion of disabled people's professional expertise, while actively engaging in job fairs specifically designed for people with disabilities.



3 GENDER EQUALITY

MED 44

- To enhance women's social security in accordance with the applicable laws, the Company:
- does not use female labour for manual lifting or carrying weights exceeding maximum allowable limits;
 - releases pregnant women from their job duties and transfers them, subject to their medical reports, from production sites to lighter-duty positions;
 - provides women, at their request, with a parental leave until the child reaches the age of three;
 - prohibits business trips, overtime or night work, work on weekends and public holidays for pregnant women, except when there are a written consent and no contraindications;
 - safeguards employment of pregnant women, with their employment contracts terminated only in the event of liquidation of the facility, as well as that of women having children up to three years of age and single mothers having children up to 18 years of age.

21%

of women among managers of all levels

25%

of women in the Company's Team of the Future (10 out of 40)

33%

of women in the Company's total headcount



PARTICIPATION OF WOMEN IN INTERNAL THEMATIC EVENTS

Superfinals of the Young Manager – 2024 competition. 7 men, 5 women.

Superfinals of the Mentor of the Year – 2024 corporate contest. 6 men, 2 women. Winner of the superfinals in the Mentor of Blue-Collar Professions category: a woman.

4 TRAINING AND EVALUATION

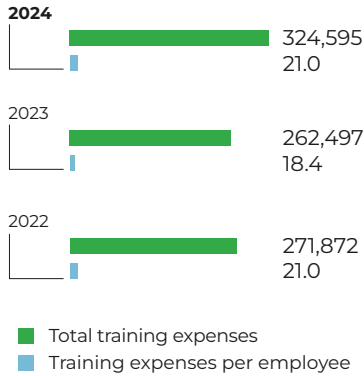
PhosAgro management seeks to attract highly skilled professionals and young talents, establish a knowledge and experience transfer system for new generations of employees, and provide continuous training and development opportunities. We place heavy emphasis on professional growth and are committed to fostering production initiatives and in-house expertise.

In 2024, we continued to develop a distance learning system for our employees and create internal training materials. By leveraging automated solutions and services in personnel assessment and training, we expanded the number of methods and tools available for personnel development.

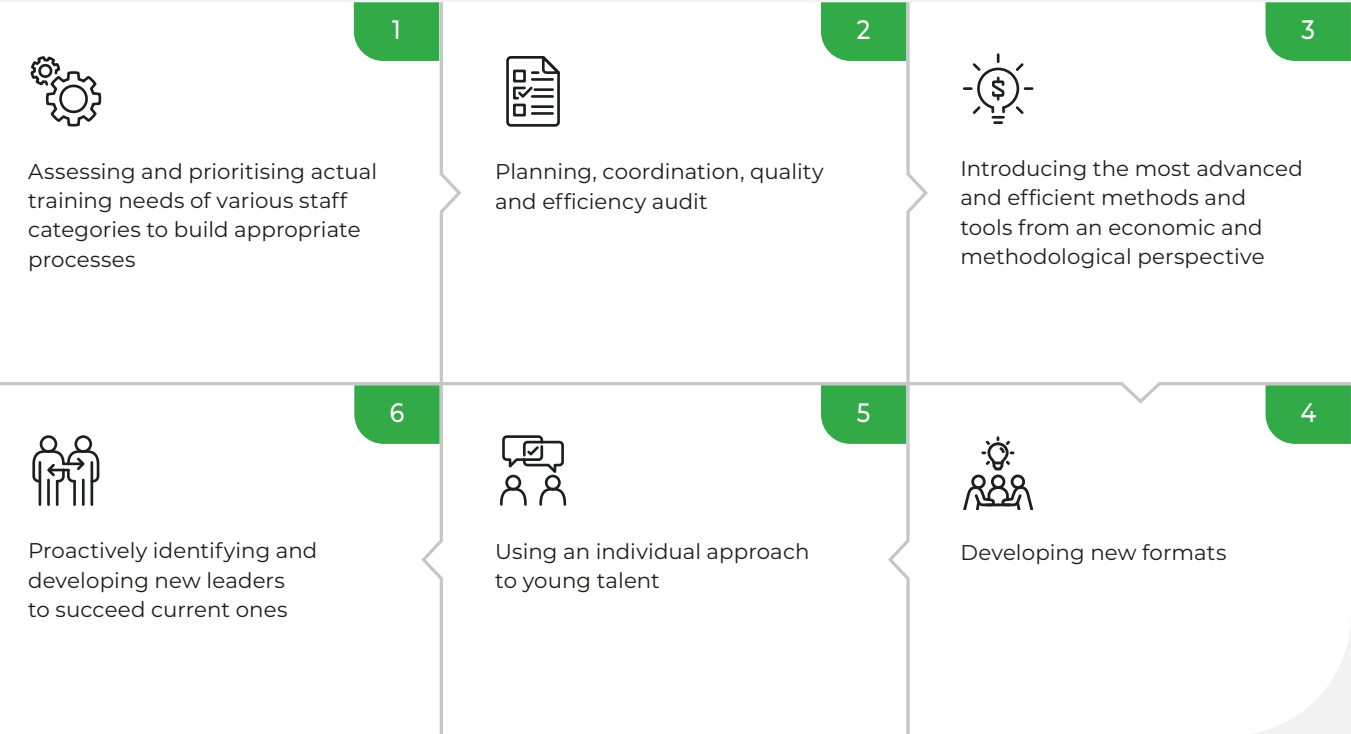
Our objective is to create a corporate educational environment that encourages the development of professionalism, self-improvement, training, and knowledge sharing. We actively utilise new tools, methods, and technologies in this pursuit.

In 2024, 16,915 employees completed various types of training programmes, which is a 7.5% increase from 2023. The average annual number of training hours per employee exceeded 116.6 (up 17.3% y-o-y).

Training expenses, RUB '000



Our corporate training framework relies on the following principles:



Average annual training hours per employee¹

GRI 404-1, MED 30, 31

Item	UoM	2022	2023	2024	Change y-o-y, %
Number of employees trained	people	11,551	15,739	16,915	7.47
Average annual training hours per employee	hours	99.8	99.4	116.6	17.3
Breakdown by gender					
• Women	hours	86.5	73.5	79.8	8.5
• Men	hours	107.1	113.3	135.8	19.8
Breakdown by employee category					
• Managers	hours	113.0	109.1	160.9	47.5
• White-collar employees	hours	85.4	73.5	93.8	27.6
• Blue-collar employees	hours	104.0	110.8	117.3	5.9
Average annual hours of mandatory training per employee	hours	85.1	94.01	108.3	15.1
Average annual hours of optional training per employee	hours	14.7	5.3	8.3	56.0
Total investments in training	RUB '000	271,872	262,497	324,595	23.7
Annual training investments per employee	RUB '000	21.0	18.4	21.0	14.1
• Women	RUB '000	20.4	19.3	23.6	22.3
• Men	RUB '000	21.3	17.9	19.6	9.5

In 2024, we continued to improve our corporate training programme by rolling out remote educational and development tools, leveraging digital technologies and creating mixed training formats.

The Company promotes a remote training system, creates online courses and upgrades technical capabilities by introducing computer simulators, and implementing VR technologies to support the learning process. In 2024, our remote learning

experts developed 19 new courses such as: “Procedure for verification of purchased goods and materials”, “Regulatory documents on protection against avalanches”, “Competent laboratory assistant”, video instruction “Trade secret”, short video “Environmental protection”, and more. The remote training system counts over 310 courses, while the VR library offers 21 programmes on occupational health and safety, as well as two programmes on assembling and disassembling of rotating equipment.

We also provide our employees with opportunities for self-development by giving them access to our corporate electronic library and online training

platform. In 2024, our employees completed over 8,300 courses on the Eduson corporate educational platform, attended 13,900 lectures, and passed more than 57,000 tests, investing over 4,200 hours in learning. They also spent a total of over 5,500 hours using the corporate e-library, Alpina.

Total investments in employee training during the year came in at

RUB 324.6 mln

¹ Boundary 2: Apatit, including its branches and standalone business units.

Talent pool programmes

GRI 404-2

The Company seeks to meet its personnel needs by maximising its use of the talent pool to select, develop, and appoint employees to new positions.

The talent pool programmes include a variety of training options for talent pool members helping them to develop managerial and professional competencies, and to boost personal and business skills, such as analysis and decision-making, leadership, workflow management, motivation and delegation of powers, conflict settlement, project management, effective communications, etc.

In 2021, the Company started to use mentoring as a vehicle for promoting talent pool members. Senior managers (mentors) share their experience and knowledge with the participants in an attempt to build a next-level management culture, while talent pool members get a chance to learn the secrets of successful management from executives.

The goal of the Team of the Future programme is to foster conditions for professional and personal growth, share experience, and address new challenges in the face of constant change. The programme is open for professional managers who act as role models and are willing to take on challenging tasks while remaining true to the Company's values. The programme includes four in-person sessions combining group training and individual support, such as work in groups of three, mentoring, and project teams.

At the end of 2024, Moscow hosted the programme's final session, with six teams showcasing their projects. Three projects received the highest scores: "Automation of Mineral

Fertilizer Packaging and Loading Units", "Foresight for PhosAgro Strategy – 2050", and "Digitalisation of Maintenance and Repair Processes at PromTransPort". Leaders of projects recommended in 2023 – "Automation of the Register of Buildings and Structures" and "Ideogora" (creation of a single digital platform for new ideas and expert communities based on WebSoft) – presented interim results.

The reporting year marked the first graduation of the Team of the Future programme. A total of 18 graduates received approval to establish the Team of Professionals expert community to apply their skills to Company challenges, share experience, and promote effective leadership values.

Starting 2023, members of the Team of the Future act as mentors for employees taking part in the PhosAgro-START programme. For mentors, it is also an opportunity to take stock of their knowledge, skills, and experience. Mentoring is recognised as a valuable tool for mentees as it enables them to seek advice from seasoned managers, better understand the corporate culture and the role of the manager, and build new connections. Mentees can choose their mentor via the corporate portal, where the Mentoring section contains profiles of all available mentors and a contact form to initiate a kick-off meeting. In 2024, mentoring was implemented for Young Manager competition participants, with first and second-place superfinalists receiving guidance from Team of the Future mentors.

For 2025, Team of the Future participants will focus on developing management and project teams by enhancing knowledge of team building methods, assessment techniques, development programmes, and remote team management skills.

Rules of Effective Management

One of the Company's focus areas in training and development is to improve management culture.

In 2022, PhosAgro set up the Rules of **Effective Management project** to train and support its managers.

The purpose of the initiative is to strengthen management culture, while also establishing and applying uniform rules for the supervisor-subordinate relationship to make staff interaction more effective.

The Rules of Effective Management help the Company's employees in their managerial activities, laying down the fundamental principles of building effective communication between a supervisor and a subordinate, which in turn bolsters employee loyalty and engagement.

In 2024, the programme continued its roll-out across all four Apatit production sites. New divisions joining included the Kirovsky, Vostochny, and Rasvumchorrsky mine at the Kirovsk site; mineral fertilizer production unit, urea production shop, and aluminium fluoride shop at the Cherepovets site; Balakovo branch of Mekhanik; and Volkhov branch of Apatit.

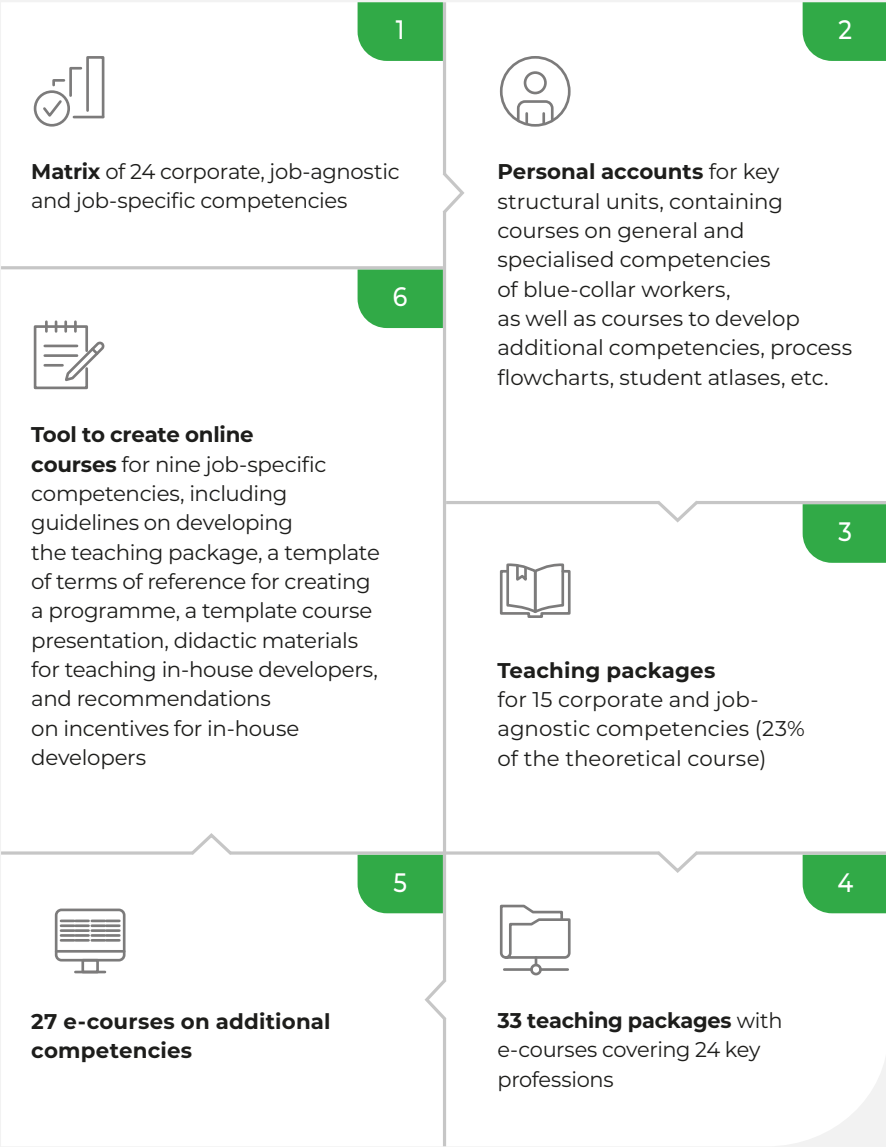
Virtual teaching package

In 2024, we kept rolling out a virtual teaching package and a distance learning system to automate training and development processes.

During the year, experts from various business units developed 29 teaching packages with e-courses covering 20 key professions.

In 2024, we also developed and launched 17 e-courses on additional competencies and updated two courses.

As a result, by the end of 2024, the virtual teaching package included:



Going forward, we plan to roll out the project. In 2025, there are plans to develop 25 teaching packages in order to achieve 100% coverage of the most popular professions in the distance learning format by 2026.

Mentoring

The mentoring system in place at our production facilities plays a major role in enhancing the quality of professional training, reducing the number of errors, defects, workplace injuries, and staff turnover rates, which ultimately helps increase labour productivity.

The Company offers mentor development programmes, provides communicational and methodological support for them, and organises corporate competitions to motivate the best Mentors. Group-wide efforts to transfer knowledge and expertise in order to develop new employees' professional competencies, including knowledge and skills related to equipment, technology, and software used in the workflow, cover.

> **2,500**
experienced and skilled staff members from PhosAgro facilities. In 2024, over 4,400 mentoring relationships were established

Additionally, we facilitate corporate meetings for mentors from different facilities to exchange experiences. To acknowledge the importance and value of what mentors do, the Company has put in place measures combining financial and non-financial incentives. These include a mentor recognition board, remuneration for employees involved in mentoring, letters of appreciation, and more.

On top of that, PhosAgro holds the annual Mentor of the Year corporate contest set to develop mentoring, make it more prestigious, raise employee awareness, and encourage and recognise mentors' personal contribution to the development of young talents. In 2024, eight employees from Apatit production sites reached the finals in two categories – mentors of blue-collar workers and mentors of administrative and managerial staff.

Personnel assessment

The Company has a personnel assessment system in place aimed at aligning employees' competencies with the job/profession requirements and personnel development planning.

Key applications of assessment results include:

- planning personnel training initiatives;
- creating educational programmes;
- building the talent pool;
- making personnel decisions in the context of job appointments;
- drafting individual development plans and development programmes;

- drafting proposals for the management team on the review of salaries and other employment conditions, and make other organisational decisions;
- building project teams;
- selecting candidates to corporate programmes and competitions.

655 employees

underwent evaluation in 2024

Percentage of employees receiving regular performance and career development reviews¹, %

GRI 404-3

Category	2022		2023		2024	
	Men	Women	Men	Women	Men	Women
Managers	1.6	0.2	2.4	0.5	1.0	0.3
White-collar employees	1.0	0.7	1.6	1.6	0.8	0.9
Blue-collar employees	5.1	0.8	1.8	0.3	1.0	0.2
Total by gender	7.7	1.6	5.7	2.4	2.9	1.4

Personnel evaluated in 2024², people

	Managers		White-collar employees		Blue-collar employees		Total
	Men	Women	Men	Women	Men	Women	
Volkhov branch	32	9	25	23	6	15	110
Apatit (Cherepovets)	73	30	63	74	26	6	272
Kirovsk branch	33	2	19	21	3	0	78
Balakovo branch	22	6	17	17	122	11	195
Group total	160	47	124	135	157	32	655

Investing in PhosAgro Group's future talent

PhosAgro has been implementing a school-college/university-facility career guidance model since 2013. For more information on programmes run under this model, including collaboration with

schools, colleges and universities, and the PhosAgro-START programme for young professionals, see the Contributing to Local Communities section on page 220.

For more information on a large-scale programme of cooperation with the leading Russian agricultural universities, see

p. 121 and 236

¹ Boundary 2: Apatit, including its branches and standalone business units.
² Boundary 2: Apatit, including its branches and standalone business units.

5 INCENTIVES AND REWARDS SYSTEM

Our robust system of financial and non-financial rewards is aligned with the Company's performance and

motivates all employees to improve their performance. The purpose of the system is to incentivise staff

in order to deliver strong operating results and increase productivity, as well as to retain qualified talent.

Our incentives and rewards system ensures:



In 2024, the salaries of all employees were increased

by 15%

The indexation rate is higher than the official inflation rate for 2023 (7.42%)³

Average wages at PhosAgro rose by 67% over the past three years, reaching RUB 183,700 in 2024 – substantially outpacing inflation.

Beyond base salary, the Company maintains a flexible system of incentives and bonuses tied

to production target achievement. In 2024, alongside traditional bonuses for professional holidays (RUB 100,000 each) and veterans (RUB 20,000 each), an additional bonus was paid marking the 95th anniversary of the Apatit mining and processing plant: RUB 30,000 to Kirovsk branch employees and veterans, and RUB 20,000 to employees from other locations.

PhosAgro prohibits any discrimination in setting or adjusting salaries based on an employee's gender, age, race, ethnicity, origin, or religion.

In 2024, the Company completed a project of grade-based compensations as a way to increase

fairness and market competitiveness of PhosAgro's remuneration framework. Apatit evaluated positions and determined grades using a point-factor methodology, which considers the knowledge and skills of employees, complexity of tackled issues, responsibility, and impact on outcomes, while also benchmarking compensation levels through salary surveys. In 2025, grade-based system implementation will extend to subsidiaries and managed companies.

³ Based on the statistics of the Bank of Russia, www.cbr.ru/eng.

Correlation of the standard entry-level wage and remuneration of women and men¹

GRI 405-2

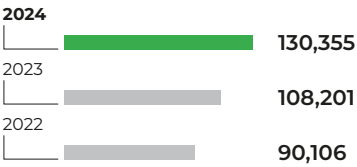
Region/ category	Difference in remuneration of men and women								
	2022			2023			2024		
	Blue-collar employees	White-collar employees	Managers	Blue-collar employees	White-collar employees	Managers	Blue-collar employees	White-collar employees	Managers
Vologda region	0.70	0.72	0.73	0.66	0.67	0.66	0.59	0.63	0.68
Saratov region	0.67	0.68	0.70	0.63	0.56	0.56	0.65	0.69	0.71
Leningrad region	0.68	0.71	0.75	0.58	0.58	0.57	0.63	0.71	0.70
Moscow	0.52	0.47	0.46	0.75	0.80	0.79	0.17	0.22	0.18
Murmansk region	0.60	0.61	0.60	0.69	0.69	0.69	0.63	0.65	0.65
Other	0.59	0.66	0.64	1.05	0.98	0.82	1.35	1.35	1.32
Total	0.61	0.63	0.64	0.68	0.68	0.66	0.51	0.59	0.56

Ratios of standard entry-level wage by gender compared to local minimum wage

GRI 202-1

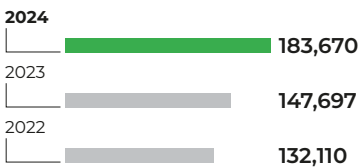
Region	Ratios between the standard entry-level wage and the minimum wage established in the significant regions of operation ² , including gender differentiation					
	2022		2023		2024	
	Men	Women	Men	Women	Men	Women
Vologda region	1.21	1.21	1.19	1.15	1.19	1.19
Leningrad region	1.20	1.24	1.75	1.30	2.64	1.62
Murmansk region	1.00	1.00	1.00	1.00	1.15	1.14
Saratov region	1.02	1.05	1.15	1.05	1.11	1.18
Moscow	1.98	1.30	2.16	1.41	2.09	1.37

Median salary, RUB³



Average monthly pay, RUB

MED 26



In the period under review, pay rises covered all personnel categories. They came as a result of 15% salary indexation starting from 1 February 2024, targeted remuneration adjustments and the implementation of incentive programmes.

Proportion of senior management⁴ hired from the local community⁵, %

GRI 202-2

Region	2022	2023	2024
Vologda region	47	50	58
Leningrad region	22	22	45
Moscow	92	90	91
Murmansk region	80	73	70
Saratov region	36	36	36
Average	61	62	68

Defined benefit plan obligations and other retirement plans

GRI 201-3

Region	Retirement-related obligations (other than employee benefit obligations)	Actual pension payments, RUB mln.		
		2022	2023	2024
Saratov region	Payment of retirement benefits	2.77	3.29	10.26
	Merit benefit plans	0.00	0.00	0.00
	Financial aid to retired former employees	16.72	21.03	42.50
	Total	19.49	24.36	52.76
Murmansk region	Payment of retirement benefits	39.21	40.204	61.20
	Merit benefit plans	0.00	0	0.00
	Financial aid to retired former employees	148.83	157.736	357.74
	Total	188.04	197.94	418.93
Leningrad region	Payment of retirement benefits	2.68	5.28	5.7
	Merit benefit plans	0.00	0.00	0.0
	Financial aid to retired former employees	31.65	30.10	58.8
	Total	34.32	35.59	64.5
Vologda region	Payment of retirement benefits	13.05	14.03	20.5
	Merit benefit plans	21.38	23.59	24.5
	Financial aid to retired former employees	119.93	120.80	232.6
	Total	154.37	158.43	277.6
Total	Payment of retirement benefits	57.71	62.81	97.75
	Merit benefit plans	21.38	23.59	24.48
	Financial aid to retired former employees	317.13	329.67	691.59
	Total	396.22	416.31	813.82

¹ 2022–2023 data for the Leningrad region was revised to reflect improved calculation.

² Significant regions of operation are those with the Company's main production facilities, maximum headcount, and governance structures.

³ Median salary is the average monthly salary (excluding top management) per employee, where half of the positions have remuneration levels below this figure and half have levels above it.

⁴ Senior management includes managers at level N, N-1, N-2 (CEO, heads of functions, director for production, chief engineer of a company (branch), directors of subsidiaries and affiliates, adviser to the CEO). The governance levels of managerial positions are determined by an order.

⁵ In accordance with the generally accepted concept, which describes a person or a group of persons living in a certain territory regardless of ethnic and cultural composition, local community means employees whose region (area) of registration is the same as the region of the facility's location. For facilities located in the Leningrad region and Moscow, local communities also include residents of St Petersburg and the Moscow region, respectively.

6 SOCIAL BENEFITS AND EMPLOYEE GUARANTEES

GRI 401-2

We provide comprehensive social support to our employees and their families, increasing the funding for social programmes, benefits and guarantees each year while expanding their scope and content.

Support for families, mothers, and children

Collective Bargaining Agreements provide for a range of relevant benefits as part of the government programme to support families, mothers, and children. Recreational summer health resorts and specialised excursions are organised for employees' children on an annual basis. The Company provides financial assistance to employees supporting large families, with separate payments made for each child. Employees taking a parental leave to take care of children aged 1.5 to 3 are also entitled to monthly financial assistance. New Collective Bargaining Agreements formalise additional benefits for families raising children with disabilities. All children of employees aged 1 to 14 receive New Year presents, while parents of children under 1 year of age are entitled to financial assistance equivalent

to the cost of a corporate New Year present for their child. Parents of first graders annually receive RUB 10,000 in financial assistance on the occasion of the Knowledge Day.

Health care and improvement of working conditions

Employees can seek psychological, financial, and legal assistance and receive active lifestyle and healthy eating advice.

The Company implements a unified health and well-being management policy. Since 2024, we have introduced corporate competitions (the Sport Walkers championship, PhosAgro Generation, and Healthy Lifestyle Mania), family runs, health checkups, and dedicated health days across our sites. Specialists provide consultations on personal counselling, nutrition, and therapeutic exercise. We have established psychological relaxation rooms and health corners at our facilities, with workplace exercises conducted at workstations. In October 2024, we launched yoga classes at the Cherepovets site as a pilot initiative.

For over a decade, we have been implementing a substantial programme to improve social and working conditions. In 2024, we invested approximately RUB 500 mln in projects to improve the conditions at our facilities.

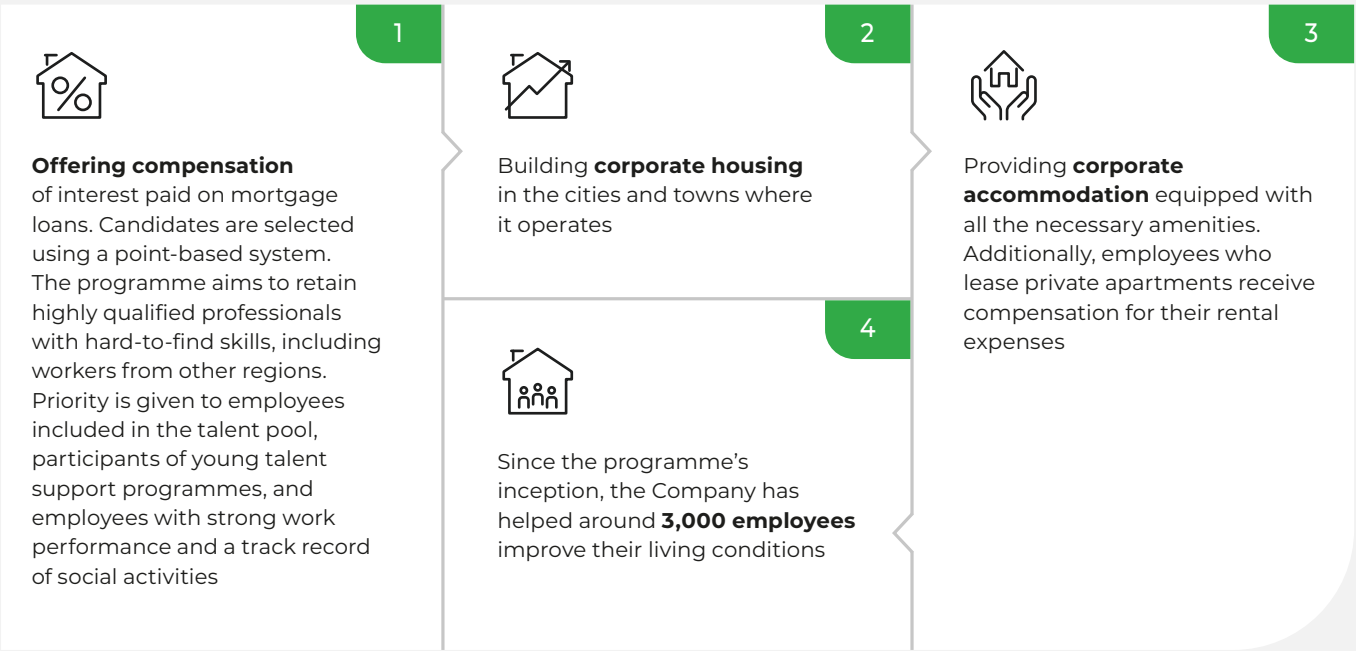
PhosAgro provides employees with vouchers to local and southern health (rehabilitation) resorts and corporate health (rehabilitation) resorts. Employees and their family members can apply on a competitive basis for a free health resort vacation programme, with 50% of travel expenses covered. Employees and veterans of the Company, as well as their family members, have access to corporate health resorts at a reduced price.

The Company offers financial support to employees facing hardships in life such as fire, flood, theft, or bereavement.

Each employee is provided with a supplementary health insurance policy covering examinations, doctor's appointments, discounted dental services including dental prosthesis, and telemedicine access.

Housing programme

The Company runs a corporate housing programme by:



Corporate events

To provide opportunities for leisure activities, foster creativity, meet the spiritual needs of employees, and strengthen the unity of the workforce, the Company stages corporate and cultural events timed to coincide with professional holidays or other significant dates and occasions (Chemist's Day, Miner's Day, charity festivals, Theatre Day, Victory Day, etc.), environmental games and campaigns, family contests (PhosAgro Generation), and sports challenges. These events aim to increase employee engagement and enhance communication within the team.

SUPPORT FOR VETERANS

Our veteran organisations bring together retired workers and use corporate funding for a wide range of social support measures and leisure-time activities. There is a dedicated corporate pension programme in place for retired staff.