



In Our Country's  
Best Interests



# In Our Country's Best Interests

Gazprom is the energy industry leader that takes a responsible attitude towards preserving the environment, developing the regions and improving the living standards in Russia.

Our priorities are the long-term interests of Russian people and the well-being of future generations. These are the basic principles of our operations.

In our reports, we traditionally introduce our readers to Gazprom's employees – professionals who keep every home warm and comfortable in all weathers.

It is also important for us to be in dialog with the younger generation. That is why we invited children of our employees to illustrate the Gazprom Group's Social Impact Report with their drawings.



Image: child's drawing by Milana Osipenko

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# Message from the Chairman of the Gazprom Management Committee



## Dear friends!

This year, we have changed the name of our Sustainability Report to the Gazprom Group's Social Impact Report. In it, we provide more details on our social programs and contribution to Russia's social and economic development, an approach which is in line with the Gazprom Group's mission and sustainability goals.

In 2022, amid global changes in energy markets, Gazprom remained reliable and efficient, ensuring smooth operation and development of its unique production system for uninterrupted gas supply to consumers.

For three decades running, PJSC Gazprom's priority has always been to improve the availability and accessibility of natural gas, above all for people in Russia. In line with this vision, we launch new fields, expand our gas transportation system, and develop underground storage facilities.

On top of that, we carry out large-scale gas infrastructure expansion across the vast territories of Russia. PJSC Gazprom is actively implementing five-year programs for gas supply and infrastructure development in 72 Russian regions. As a result, in 2022 alone, residents of hundreds of localities gained access to pipeline gas, leading to major improvements in the quality of their everyday life, while industrial consumers were in turn incentivized to enhance their production efficiency. Our strategic goal is to cover all Russia with gas infrastructure wherever technically feasible by 2030.

In locations where pipeline gas is already available, Gazprom constructs free gas connections up to the borders of land plots that have not been provided with gas yet, with more than half a million households receiving access to gas by the end of 2022. Starting March 2023, the gas infrastructure expansion program covers socially important medical and educational institutions.

The Gazprom Group makes a significant contribution to the Russian economy, having paid over RUB 5 trillion to budgets of all levels in 2022. The share of Russian-made materials and equipment in the Group's centralized procurement reached 99%, with more than a half of Gazprom's suppliers represented by small and medium-sized businesses.

Human health depends to a great extent on the condition of the environment and purity of the air and water. In strict compliance with environmental standards set forth by Russian laws and regulations, Gazprom is engaged in efforts to enhance energy efficiency: in the reporting year alone, we saved more than 4 bcm of gas and 400 million kWh of electricity for our own process needs. We take a responsible approach to process safety and are committed to innovations.

The Gazprom Group consistently strengthens its human resource potential. We offer decent salaries and social security, along with training and development opportunities. Hundreds of thousands of our employees undergo annual professional training, retraining, and skills upgrading courses.

2022 saw over 115,000 employees of the Gazprom Group take part in volunteering initiatives. In 2022, just like during the COVID-19 pandemic, we focused on the area where support was most needed – humanitarian aid.

In the reporting year, the Gazprom Group provided funding to some 4,000 social projects, including those aimed at preserving the traditional way of life of indigenous minorities of the North.

I would like to make a special mention of our Gazprom for Children social project. In 2022, we celebrated its 15th anniversary and opened the 2,000th sports facility. The program allows people in 74 Russian regions to regularly engage in physical training and sports in close vicinity to where they live.

## Dear friends!

These and many other initiatives of Gazprom are designed to benefit people in Russia, make their lives more comfortable, and unlock development opportunities for present and future generations.

**Alexey Miller**  
Chairman of the PJSC Gazprom Management Committee

# Key Events in 2022

## Major events



- In February, Gazprom and CNPC signed an agreement to supply Russian pipeline gas to China via the Far Eastern route.
- In September, Gazprom launched an LNG production, storage and shipment terminal in the vicinity of Portovaya compressor station.
- In December, the Gazprom Group took part in the launch of Semakovskoye, a new large field, in the Arctic.
- In December, the Kovykta field and the Kovykta – Chayanda section of the Power of Siberia trunkline became operational.

## Innovations



- Gazprom is a developer of proprietary technologies and a major customer of cutting-edge domestic equipment. For many years now, the Company has been closely cooperating with domestic research and production institutions throughout the cycle of innovative product development and implementation as well as supporting the accelerated unlocking of industrial potential across Russian regions.
- In 2022, three single-line gas metering stations equipped with ultrasonic natural gas flow transducers were put into operation at the gas transmission facilities of Gazprom Transgaz Kazan. This upgraded and mass-produced innovative type of gas metering stations won its developers the top award of Gazprom's Science and Technology Prize 2022. The new type of stations provide the required class of accuracy for the measurements of volumes and other physical and chemical properties of gas. The measurement data obtained help control gas flows and manage them even more effectively across the gas supply system. Another advantage of the new stations is their minimally manned technologies as the operation of the stations is fully automated and does not require the permanent presence of personnel.

## Business achievements



- In the reporting year, the Gazprom Group paid over RUB 5 trillion to Russia's budgets.
- An extraordinary General Shareholders Meeting of PJSC Gazprom approved interim dividend at RUB 51.03 per share for 1H 2022. Total declared dividends amounted to RUB 1,208.059 billion (50% of the Gazprom Group's adjusted IFRS net income for 1H 2022).

- In 2022, the Expert RA rating agency affirmed the Company's highest governance quality rating.
- Creating the Import Substitution and Technological Development Committee of the Board of Directors in 2022 as well as approving the relevant regulation became a crucial step in corporate governance.
- In the reporting year, PJSC Gazprom supplemented its Code of Corporate Ethics with a provision requiring that information on the Company's compliance with corporate ethics be submitted to PJSC Gazprom's Board of Directors on a regular basis, and in either case at least once every three years.

## Corporate governance



- The Company approved the Energy Saving and Energy Safety Improvement Program for 2022–2024.
- A 13.5% reduction in specific consumption of fuel and energy resources during natural gas transportation was achieved in comparison with 2021.
- Over 70% of natural gas was saved during repairs.
- 4,015.5 mcm of natural gas, 407.2 million kWh of electricity and 227,900 Gcal of thermal energy were saved due to energy-saving measures and new energy-efficient technologies.

## Improving energy efficiency



- The Company approved PJSC Gazprom's Corporate Environmental Targets for 2023–2025.
- RUB 89.1 billion was spent on environmental protection by the Gazprom Group in 2022.
- Over 8,000 employees of the Gazprom Group completed environmental training programs.
- A 14% decrease in Gazprom's air pollutant emissions was achieved in comparison with 2021.
- A 50% increase in the number of mobile compressor stations made it possible to prevent up to 80% of methane emissions during gas trunkline repairs.

## Environmental projects



### Gas infrastructure expansion in Russia

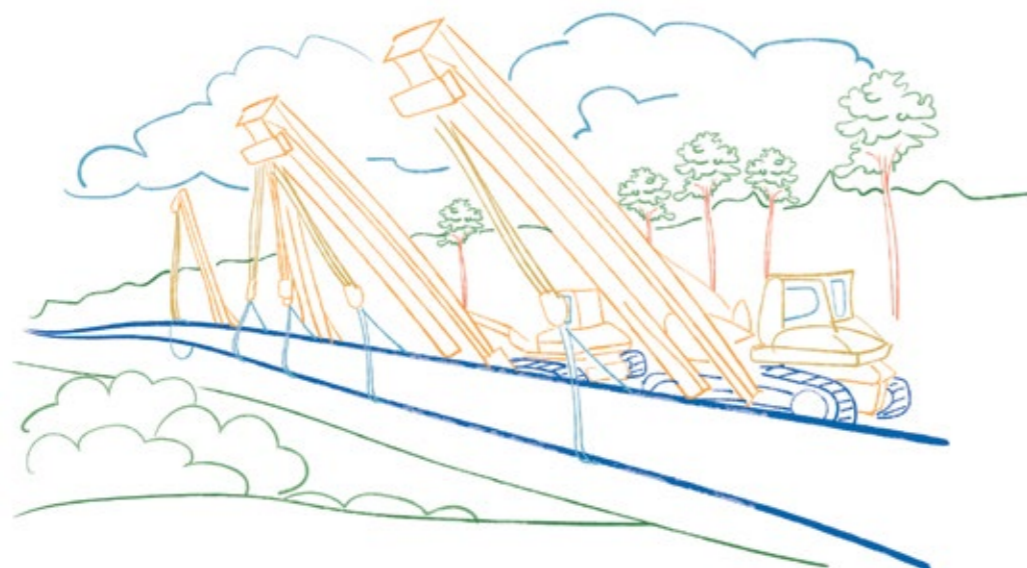


- Gas infrastructure expansion in Russia is Gazprom's key social project. In 2022, the Group accelerated the implementation of programs to develop gas supply and expand gas infrastructure in Russia for 2021–2025, building about 3,300 km of gas pipelines. Over 81,700 houses and apartments, as well as 350 boiler houses in 423 localities were connected to the gas network.
- In 2022, Gazprom updated the Gas Infrastructure Expansion Program for 2021–2025 along with the Gas Supply Development and Gas Infrastructure Expansion Program for 2021–2025 for 72 constituent entities of the Russian Federation. In the reporting year, the Company initiated and approved the Gas Supply Development and Gas Infrastructure Expansion Programs for the Republic of Tatarstan, the Sverdlovsk, Chelyabinsk and Kostroma Regions.
- In line with President Vladimir Putin's instructions, the Company carries on with the project to connect households to the gas network in the areas with existing gas supplies. As of the end of the reporting year, gas networks were expanded to 0.5 million households in Russia.

### Natural gas vehicle fuel market development



- As of December 31, 2022, the Gazprom Group entities and Gazprom Gazomotornoye Toplivo owned 423 automotive compressed natural gas (CNG) filling stations with a capacity of 3.14 bcm per year.
- In the reporting year, CNG sales of the Gazprom Group entities and Gazprom Gazomotornoye Toplivo in its own network of CNG filling stations in Russia reached 979.2 mcm; including partner facilities, sales reached 1,057 mcm, or 71% of total CNG sold in Russia.



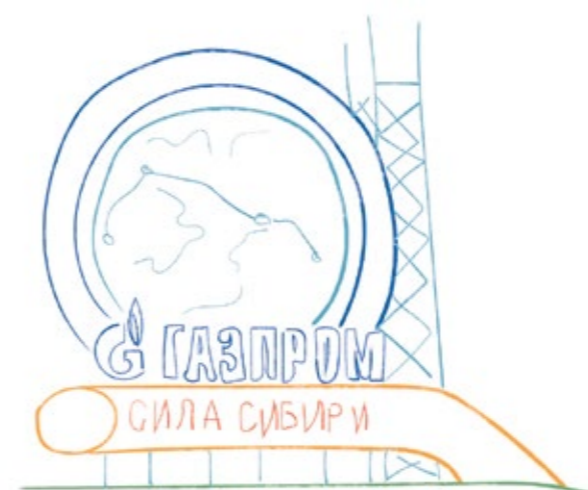
- A 97% increase was reached in the number of employees compliant with the Integrated System of Process Safety Management (ISPSM).
- The Company developed and adopted PJSC Gazprom's Target Process Safety Enforcement Program for 2022–2025.
- The number of employees injured in traffic accidents went down by more than 36% year-on-year.

### Process safety



- The Gazprom Group continued all its social programs.
- The Company identified no violations related to gender, racial, religious, political or other forms of discrimination.
- 141,600 employees received a pension under non-governmental pension agreements with Non-State Pension Fund GAZFOND.
- 559,200 employees of the Gazprom Group completed professional training, professional retraining and skills upgrading<sup>1</sup>.
- Over 180 people from the Company's 36 subsidiaries participated in Gazprom's second Labor (Workmanship) Festival.
- In 2022, 2,020 students studied under employer-sponsored training agreements with the Gazprom Group companies.

### Employee development and social security



<sup>1</sup> The number of employees who completed training is stated in man-courses (a person completing two training courses is counted twice, etc.).

# About the Gazprom Group

**179,280** km  
length of gas  
trunklines

**27**  
underground gas storage  
facilities in Russia

**412.94** BCM  
natural gas and APG  
production in Russia



# About the Gazprom Group

**Gazprom is a global vertically integrated energy company, one of the world's oil and gas majors. We have been working consistently and efficiently in the interests of Russia and its people.**

As a pillar of gas supply security, the Gazprom Group meets both seasonal and peak gas demand within the Unified Gas Supply System (UGSS) and in certain constituent entities outside of it, while also consistently contributing towards achieving the National Goals<sup>1</sup> defined by the President of the Russian Federation.

reliability, stewardship and security of the Unified Gas Supply System. The Group makes efforts to unify the gas infrastructure in the west and east of our country, ensures substantial tax, customs and other payments to the state budget and promotes the rational use of natural resources and energy efficiency.

Guided by the Energy Security Doctrine of the Russian Federation<sup>2</sup> (the "Doctrine"), PJSC Gazprom remains focused on the energy security of Russia and its strategic partners, prioritizes domestic energy supplies, supports technological self-sufficiency along with unity,

The Group's core lines of business:

- geological exploration and production of gas, gas condensate and oil;
- gas transportation and underground storage;
- hydrocarbon feedstock processing, gas and petrochemistry;
- sales of gas, gas condensate, oil, and refined hydrocarbon products;
- generation and marketing of heat and electric power.

## The Group's parent company is PJSC Gazprom.

<b>Name and legal form of the company</b>	Public Joint Stock Company Gazprom
<b>Head Office</b>	2/3 Lakhtinsky Avenue, Bldg. 1, St. Petersburg, 197229, Russian Federation
<b>PJSC Gazprom's form of incorporation</b>	Private property with a state-owned stake. The Russian Federation controls the majority stake in PJSC Gazprom directly and indirectly (over 50%).

Gazprom is a reliable gas supplier to Russian and foreign consumers. The Company owns the world's largest gas transmission system (GTS) reaching 179,280 km in length within

Russia. Although Gazprom sells more than a half of its gas domestically, the Company continues to be a reliable gas exporter under contracts with FSU and non-FSU customers.

<sup>1</sup> Decree No. 474 of the President of the Russian Federation On the National Development Goals of the Russian Federation through 2030 dated July 21, 2020.

<sup>2</sup> Set by decree No. 216 of the President of the Russian Federation dated May 13, 2019.

## Gazprom Group's Scale of Operations

### Hydrocarbon reserves and production

#### Reserves

**No. 1** worldwide  
in explored reserves  
of natural gas

**No. 1** worldwide  
in explored reserves life  
of natural gas

#### Production

**No. 1** worldwide  
in gas production

**No. 2** countrywide  
in oil and gas condensate production<sup>1</sup>

### Hydrocarbon processing

**Russia's No. 1**  
in gas processing

**Russia's No. 2**  
in primary processing of oil  
and stable gas condensate

### Gas transportation

**No. 1** worldwide  
in the length of the GTS

### Electricity and heat

#### Electricity

**Russia's No. 2**  
in installed electric capacity

**Russia's No. 1**  
in combined electricity  
and heat generation

#### Heat

**Russia's No. 1**  
in installed heat capacity

**Russia's No. 1**  
in heat generation

<sup>1</sup> Including the Group's share in oil and gas condensate production by associated organizations and joint ventures.

# Mission and Strategy

PJSC Gazprom's mission is to ensure a reliable, efficient and balanced supply of natural gas, other energy resources and their derivatives to consumers.

PJSC Gazprom's (the Gazprom Group's) strategic goal is to strengthen its leading position among global energy companies by diversifying sales markets, ensuring energy security and sustainable development, improving operating efficiency and fulfilling its scientific and technical potential.

The Company's strategic planning is based on strategic target indicators (STIs), which define the quantitative dimension of strategic goal setting for the Gazprom Group's businesses and result from

the estimation in the annually set Long-Term Development Program of PJSC Gazprom (the Gazprom Group).

The purpose of the Long-Term Development Program is to provide a comprehensive integrated plan ensuring the Company's balanced and successful growth, achievement of STIs, and maximization of systemic economic benefits based on the strategic risk and opportunity assessment of PJSC Gazprom (the Gazprom Group).

### Key objectives of the Long-Term Development Program:

- identifying prospective growth areas based on trends in the global and Russian energy markets and competition analysis;
- devising growth scenarios and making a list of PJSC Gazprom's priority projects;
- financial and economic analysis of scenarios;
- strategic risk and opportunity assessment of PJSC Gazprom (the Gazprom Group);
- developing recommendations and initiatives aimed at achieving STIs and fostering the Company's sustainable development.

PJSC Gazprom's Board of Directors determines reference values for the Gazprom Group and first-level STIs (STI<sub>corp</sub> and STI<sub>1</sub>, respectively) of gas, oil and electric power businesses<sup>1</sup>. These values are effective until the end of a ten-year planning period.

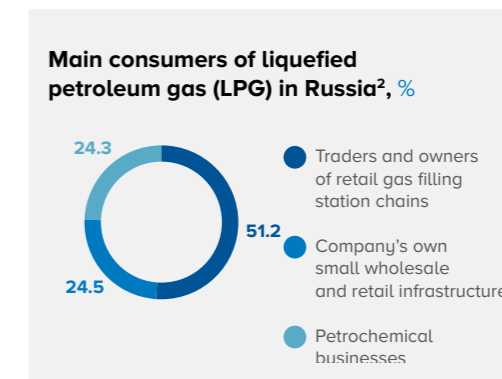
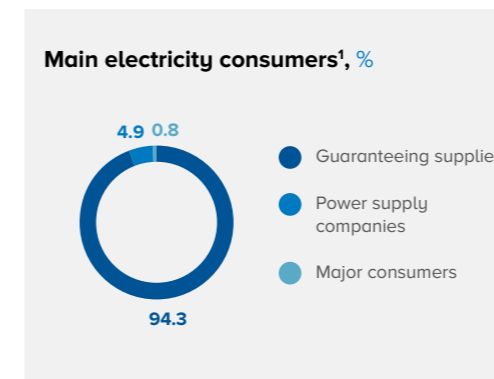
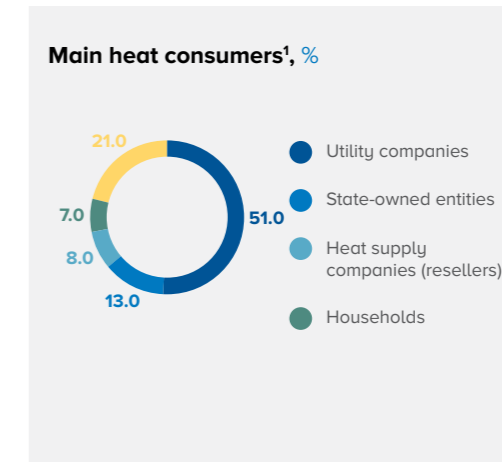
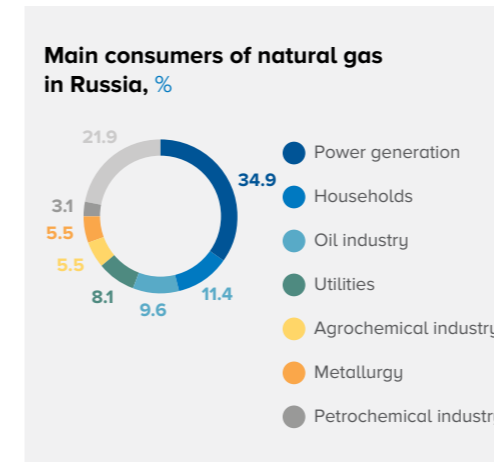
The estimated corporate-level STIs, STI<sub>1</sub> and second-level STI (STI<sub>2</sub>) are set in the Long-Term Development Program.

STI<sub>1</sub> quantify key objectives for achieving the strategic goals of the Gazprom Group's businesses, whereas STI<sub>2</sub> break STI<sub>1</sub> down by area and type of operations, detailing objectives in production, marketing, economics, corporate processes, innovation, and HR management.

<sup>1</sup> Resolution of the Board of Directors of PJSC Gazprom No. 3523 dated December 22, 2020.

# Consumers of Gazprom's Core Products

Gazprom's core production assets are located in Russia. The Company also has production operations in the FSU and non-FSU countries.



Domestic supplies of natural gas to consumers are made via Gazprom Mezhregiongaz, which is a 100% subsidiary of PJSC Gazprom. The Gazprom Group supplies gas to Russian consumers

via 53 regional gas supply companies and three gas distribution companies, which enter into contracts and collect payments from end users, including households.

<sup>1</sup> Data on Gazprom Energoholding Group.  
<sup>2</sup> Data on Gazprom GNP Holding.

For details on sales of hydrocarbons, refined products, electricity and heat energy, see the Trends and Developments in Global Energy Markets section and the Marketing sections of **Gazprom Annual Report 2022**.





**Ekaterina Tolstobrova**  
Head of the Unified Service Center  
at Gazprom Gazoraspredelenie Kirov

Develops customer services, oversees the mobile office in charge of gas connections.



Live photo

### Customer satisfaction monitoring

Gazprom monitors customer satisfaction on a regular basis and uses two independent methods. The first one is based on the analysis of survey data from Gazprom's customers across all lines of business. The second one is the calculation of the customer satisfaction index for gas business (including gas motor fuel business segment) and power generation business. Over 52,000 customers were interviewed to calculate the indicators.

In 2021, the average customer satisfaction index based on the first method stood at 9.39 (using a 10-point scale for the first time). The monitoring results in 2022 will be summed up after the Gazprom Group entities report on performance of their Quality Management Systems (QMS) in 2023.

#### Gazprom Group's customer satisfaction (gas business) in 2021



The Gazprom Group also calculated STI<sub>2</sub> to provide customer satisfaction indices for various businesses. All of them exceeded the target values:



To build a positive public image and strong reputation, PJSC Gazprom develops the Gazprom Group's corporate and retail brands both in the Russian Federation and abroad. As of the end of 2022, PJSC Gazprom owns about 1,000 trademarks

protecting the Company's key brands around the world, with more than 100 trademarks operating across Russia.

# Gazprom Group's Business Model

## RESOURCES

**Reserves**

**27,942.88 bcm**  
natural gas reserves  
as of December 31, 2022, in accordance with the Russian classification (A+B+C), including the share in reserves of organizations in which Gazprom has investments classified as joint operations.

**3,020.1 mmt**  
oil and gas condensate reserves  
in accordance with the Russian classification (A+B+C), including the Group's share in reserves of organizations in which Gazprom has investments classified as joint operations, excluding the Group's share in oil and gas condensate reserves by associated organizations and joint ventures.

**347**  
number of subsoil licenses for hydrocarbon prospecting, exploration and production  
the Gazprom Group and organizations in which Gazprom has investments classified as joint operations.

**Human and intellectual capital**

**492,200**  
people  
Group's headcount

**3,119** patents      **18** partner universities

**Production assets**  
Data shown for Russia

**179,280** km gas trunklines      **27** underground gas storage facilities across Russia

**7** gas and condensate processing plants      **> 80** power plants      **3** refineries

For more details on the production and sales of the Gazprom Group's generating companies, see the Marketing Section of [Gazprom Annual Report 2022](#).

**412.94<sup>1</sup>**  
bcm  
natural gas and APG production in Russia

**67.9<sup>1</sup>**  
mmt  
oil and gas condensate production in Russia

<sup>1</sup> Including the Group's share in the production of organizations in which Gazprom has investments classified as joint operations, excluding the Group's share in the production of associated organizations and joint ventures.

**34.68<sup>2</sup>**  
bcm  
natural gas and APG processing

**57.47<sup>2</sup>**  
mmt  
processing of oil, stable gas condensate and other liquid hydrocarbons (primary)

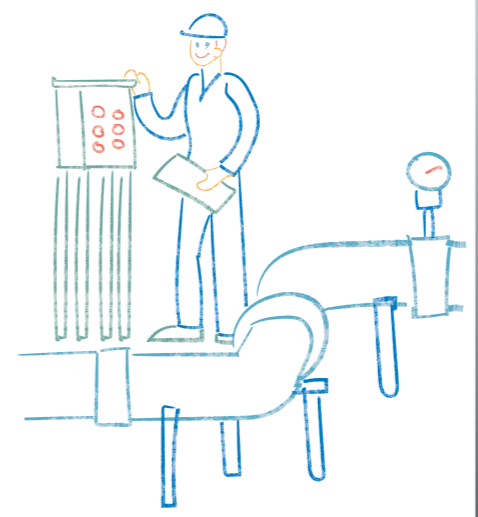
<sup>2</sup> Excluding tolling arrangements

**53.40<sup>3</sup>**  
mmt  
petroleum products

**3.69<sup>3</sup>**  
mm  
helium

**3.67<sup>3</sup>**  
mmt  
LPG

<sup>3</sup> Excluding tolling arrangements



### PRODUCTION

### PROCESSING

### PRODUCTION

### GENERATION

### GAS SUPPLIES TO THE COMMUNITY AND COMPANIES

**149.06<sup>4</sup>**  
million Gcal  
heat generation

**146.43<sup>4</sup>**  
billion kWh  
electricity generation

<sup>4</sup> Electricity and heat production by Gazprom Energoholding and the Gazprom Group's other generating assets.

**28.9**  
million  
apartments and private houses

**36,500**  
Industrial facilities

**9,600**  
agricultural sites

**367,400**  
utility facilities



## VALUE CREATION

**For employees**

**RUB 953.7 billion** payroll

**RUB 38.8 billion** social expenses  
The number of employees who completed training is stated in man-courses (if one person received training twice, they are counted twice, etc.).

**559,200** employees trained

**For the society**

**> RUB 5 trillion** total taxes paid

**81,700** number of households and apartments across Russia prepared for gas infrastructure expansion

**350** boiler houses in **423** localities  
number of boiler houses prepared for gas infrastructure expansion

**> 371,200** contracts of additional gas infrastructure expansion in households up to their boundaries

**> 3,900** number of charity and sponsorship initiatives funded by the Gazprom Group in 2022

**RUB 368.2 million** financial support of indigenous minorities

**For the environment**

**RUB 89.14 billion** total environmental protection expenditures

**1.446** mmt of CO<sub>2</sub>-equivalent GHG reduction thanks to regional gas infrastructure expansion

**-15.0%** methane emissions      **-15.0%** waste generation

# Contribution to Russia's Economy

## Material topic



1. The Gazprom Group's economic performance



6. The Gazprom Group's legal compliance

The Gazprom Group makes a significant contribution to the country's economy by paying taxes, developing import substitution, purchasing products from domestic producers, and cooperating with SMEs.

The Group's priorities include stringent control of operating expenditures, balanced cash flows and financial stability.

### Gazprom Group's Contribution to the Russian economy, RUB billion

Indicator	2020	2021	2022
Payments to budgets of the Russian Federation, all levels (taxes and other similar payments), incl.:	2,116	3,310	5,381
• customs duties	472	1,232	1,711
• MET	812	1,308	2,898
• income tax	89	328	591
• property tax	154	147	220
Dividend per the government's stake <sup>1</sup>	181	149	607

As a key actor in shaping a competitive economic landscape of the Russian Federation, the Gazprom Group has numerous environmental and social

commitments and makes a significant contribution to the well-being of the present and future generations.

## Russia's Major Taxpayer

The Gazprom Group is among Russia's largest tax payers. In the reporting year, the Group paid over RUB 5 trillion to Russia's budgets. In 2022, the Gazprom Group's tax payments to the budget of St. Petersburg, where it is headquartered, amounted to around RUB 250 billion, or over 20% of the city's fiscal revenues.

### Key documents

Tax Strategy of PJSC Gazprom<sup>2</sup>



### Tax Policy

PJSC Gazprom implements a single tax policy and ensures uniformity in tax law application by the Gazprom Group entities. PJSC Gazprom and the Gazprom Group entities independently determine their tax liabilities<sup>3</sup> and bear responsibility for compliance with applicable tax laws.

<sup>1</sup> PJSC Gazprom's dividends attributable to the government and legal entities controlled by the government.  
<sup>2</sup> Approved by resolution of the Management Committee of PJSC Gazprom No. 48 dated December 7, 2017.  
<sup>3</sup> Excluding corporate income tax for consolidated taxpayer groups.

For more details on the Group's operating and financial performance, see [Gazprom Annual Report 2022](#).

For more details on taxes paid by the Gazprom Group to regional budgets in 2022, see [Appendix 3](#).

### Legitimacy

The Gazprom Group strictly complies with the tax laws of the Russian Federation and other countries where it operates when determining its tax liabilities.

### Flexibility and responsiveness

When managing its tax policy, the Group promptly responds to changes and adapts to a new environment.

### Centralization and unification

The Group's single methodological center is responsible for coordinating tax management on a consistent basis.

### Tax Monitoring

The Group companies keep joining the tax monitoring system, providing tax authorities with access to accounting and tax data in real time using a domestic IT platform. This approach helps increase the transparency of operations, streamline tax administration, reduce spending on audits, and minimize tax disputes. The number of the Gazprom Group companies registered in the tax monitoring system in 2022 increased to 36 and is expected to reach 46 from 2023.

### Plans to Develop the Tax Policy

As part of the Group's tax management efforts in 2023–2024, more Group entities will transition to tax monitoring. The Group will continue working to improve tax

### Rationality, optimality, and reasonable care in tax planning

PJSC Gazprom uses tax planning mechanisms and opportunities efficiently with due regard to shareholder interests and its strategic goals.



On top of that, the Group takes part in the Federal Tax Service's pilot project seeking to integrate the IT systems of companies subject to tax monitoring with its Nalog 3 automated information system. In 2022, the Gazprom Group successfully completed all scenarios of information exchange with the Federal Tax Service, and expects to continue this work in 2023.

efficiency and relevant risk management while also implementing tax support measures for its projects and operations.

## Investments for the Benefit of Russia

PJSC Gazprom makes considerable investments in infrastructure across its regions of operation and contributes to the economic development of local communities by creating new jobs.

In the reporting year, the Company took advantage of market conditions and better financial performance to increase its CAPEX and fast track its oil and gas projects. In 2022, investments of PJSC Gazprom totaled RUB 1,737.95 billion.

## Impact of the Gazprom Group companies' key investment projects on Russia's social and economic development in 2022<sup>1</sup>

### Project launch

**2013**

#### Number of jobs created

**80**

in 2022

**1,139**

from the start of calculation till December 31, 2022

**1,176**

planned for the project life cycle

### Development of the Chayandinskoye OGCF, Republic of Sakha (Yakutia)

#### Positive social effect

- Gas production to ensure supplies to Russia's Far Eastern Federal District, including exports to China

#### Social infrastructure development

- Gazprom Dobycha Noyabrsk helped build two children's playgrounds in Peleduy and one in Lensk along with a hockey ground in Vitim

#### Charity support

- Providing financial aid to the FOOTHOLD civil society foundation which staged an I Am An Engineer contest for school and university students and young professionals
- Annual charity campaigns for low-income families with many children held by Gazprom Dobycha Noyabrsk and Gazprom Transgaz Tomsk

#### Advantages in process safety, energy efficiency and environmental impact mitigation

- Automation and limited manning
- Application of equipment intended to ensure safety of well operations and corrosion monitoring systems, and use of soil temperature stabilization system
- Establishment of an in-house fire station
- Use of autonomous energy sources based on renewables
- Regular environmental monitoring and control

### Project launch

**2019**

#### Number of jobs created

**1,353**

in 2022

**2,129**

from the start of calculation till December 31, 2022

**2,302**

planned for the project life cycle

### Development of the Kovyktinskoye GCF, Irkutsk Region

#### Positive social effect

- Gas production to ensure supplies to Russia's Far Eastern Federal District, including exports to China

#### Social support

- A #ReadZhigalovo Local Stop project implemented by Gazprom Dobycha Irkutsk and the Russian Geographical Society in the Zhigalovsky District, Irkutsk Region
- Zhigalovsky Ski Track sports competitions organized in the Zhigalovsky District

#### Advantages in process safety, energy efficiency and environmental impact mitigation

- Automation and limited manning
- Application of the equipment complying with the best available technologies (BAT), as reflected in the BAT reference books:
  - ITS 29-2017 Natural Gas Production
  - ITS 8-2015 Wastewater Treatment in the Manufacturing of Products (Goods), Performance of Works and Provision of Services at Major Organizations
  - ITS 9-2015 Thermal Waste Treatment (Waste Incineration)



### Development of the Kharasaveyskoye GCF, Yamal-Nenets Autonomous Area

#### Positive social effect

- Expansion of gas production on Yamal Peninsula

#### Support of indigenous minorities

- Removing metal scrap and other legacy waste of the first geological exploration expeditions from indigenous territories

#### Advantages in process safety, energy efficiency and environmental impact mitigation

- Use of underground reservoirs to place the drilling waste in the stable hard-frozen state
- Use of heat-insulated casing pipes that prevent permafrost thawing and help minimize the permissible well spacing and reduce the size of the well pad
- Use of full internal water recirculation systems that eliminate pollution of water bodies and soil
- Construction of special crossings through communication lines for wildlife migration

### Development of the Bovanenkovskoye OGCF, Yamal-Nenets Autonomous Area

#### Positive social effect

- Ramping up gas output to supply gas to Russian consumers and international markets

#### Social infrastructure development

- An ongoing program of Gazprom Dobycha Nadym to repair living quarters for shift workers, including two dormitories for 657 people

#### Support of indigenous minorities

- Setting up special reindeer passages crossing the utility lines of the Bovanenkovskoye field to preserve reindeer herding and indigenous minorities' traditions
- Providing medical help and advice of specialist physicians to reindeer herders at the Bovanenkovo health center
- Removing metal scrap and other legacy waste of the first geological exploration expeditions from indigenous territories

#### Advantages in process safety, energy efficiency and environmental impact mitigation

- Automation and limited manning
- Use of soil thermal stabilization system and equipping the production string with heat insulated tubing to prevent thawing of wellhead rocks
- Geophysical surveys using the technology that eliminates any gas leakage into the atmosphere
- Use of underground reservoirs to place the drilling waste in the stable hard-frozen state
- Gas treatment by applying the most advanced and sustainable method of low temperature separation with the use of domestic turbo expanders
- Use of full internal water recirculation systems that eliminate water bodies and soil pollution
- Construction of special crossings through communication lines for wildlife migration

### Project launch

**2012**

#### Number of jobs created

**0**

in 2022

**408**

from the start of calculation till December 31, 2022

**942**

planned for the project life cycle

### Project launch

**2006**

#### Number of jobs created

**100**

in 2022

**3,177**

from the start of calculation till December 31, 2022

**3,272**

planned for the project life cycle

<sup>1</sup> For more details on the Gazprom Group's investment projects, see [Gazprom Annual Report 2022](#).

## Project launch

2014

Number of jobs created

375

in 2022

2,228

from the start of calculation till December 31, 2022

2,521

planned for the project life cycle

## Project launch

2022<sup>1</sup>

Number of jobs created

201

in 2022

201

from the start of calculation till December 31, 2022

590

planned for the project life cycle

## Project launch

2009

Number of jobs created

0

in 2022

1,091

from the start of calculation till December 31, 2022

1,212

planned for the project life cycle

## Construction of the Power of Siberia trunk gas pipeline, Republic of Sakha (Yakutia), Amur Region

## Construction of the Power of Siberia gas pipeline section from the Kovyktinskoye GCF to the Chayandinskoye OGCF, Republic of Sakha (Yakutia), Irkutsk Region

## Positive social effect

- Social and economic development of the Far East
- Gas production from the Chayandinskoye OGCF and the Kovyktinskoye GCF to ensure supplies to Russia's Far Eastern Federal District, including exports to China

## Gas infrastructure expansion

- Launch of the Svobodny gas distribution station (gas supplied to a residential neighborhood where Amur GPP employees reside)

## Advantages in process safety, energy efficiency and environmental impact mitigation

- Automation and limited manning
- Automated welding and triple inspection of welds to prevent accidents
- Use of autonomous energy sources
- Regular environmental monitoring and control
- Use of rapidly deployable self-propelled bridges to preserve the ecosystem
- Environmental improvement in settlements by way of coal-to-gas power plant conversion
- Installing at compressor stations the energy-saving equipment with improved efficiency to increase the energy efficiency of gas transportation, as well as with low emissions and a significant service life
- Use of domestic steel pipes with smooth inner coating reduces energy consumption for gas transportation
- Group companies' participation in regional and municipal environmental campaigns

## Sakhalin – Khabarovsk – Vladivostok gas trunkline (including trunkline expansion from Komsomolsk-on-Amur to Khabarovsk), Sakhalin Region, Khabarovsk Territory, Primorye Territory

## Positive social effect

- Ensuring reliable gas supplies to consumers in the Sakhalin Region, Primorye Territory, and Khabarovsk Territory
- Increasing gas supplies to Russian consumers via the trunkline

## Social infrastructure development

- Gazprom Transgaz Tomsk's contribution to the development of the Lukashov Nature Park in the Khabarovsk Territory
- Aiding Selikhinsky and De-Kastri rural settlements in the Khabarovsk Territory in cleaning a solid waste landfill and an area adjacent to social infrastructure

## Advantages in process safety, energy efficiency and environmental impact mitigation

- Automation and limited manning
- Environmental improvement in settlements by way of coal-to-gas power plant conversion
- Installing at compressor stations the energy-saving equipment with improved efficiency to increase the energy efficiency of gas transportation, as well as with low emissions and a significant service life
- Use of domestic steel pipes with smooth inner coating reduces energy consumption for gas transportation
- Regular environmental monitoring and control

## Construction of the Amur Gas Processing Plant, Amur Region

## Positive social effect

## Social infrastructure development

- A phased commissioning of 78 apartment blocks in a residential neighborhood in Svobodny built for 5,000 residents
- 24 blocks with 780 apartments commissioned
- 854 apartments commissioned as part of an infill construction project in Svobodny

## Employee education and training

- Making cooperation agreements with Russian institutions for secondary vocational and higher education to create a talent pipeline
- Running the Gazprom Class project to help its participants get relevant education in secondary vocational schools and universities

## Advantages in process safety, energy efficiency and environmental impact mitigation

- Developing a system for 3D navigation and positioning (comparable with virtual reality) at the production site of Amur GPP to introduce safety practices to the support personnel
- Running all engineering processes and operations in a closed tight system
- Process units equipped with an advanced monitoring, management and automation system and an excellent emergency shutdown system ensure safe operation and minimize the likelihood of emergency situations, including those related to hazardous emissions and discharges
- Use of shut-off valves of at least leakage class 1 ensures the minimum probability of pollutant emissions
- Application of engineering processes without the use of external cold sources (cryogenic gas facilities)
- Collecting all types of wastewater with their subsequent supply to purification plants for treatment
- During wastewater biological treatment, the use of membrane bioreactors that increase the capacity of treatment facilities without expanding the structure's area
- Application of waste heat recovery from exhaust gases at Ladoga-32 gas pumping units of the gas turbine unit: boiler water used as heat transfer fluid in the heat supply system is heated by way of recovering waste heat from GPU exhaust gases

## Project launch

2015

Number of jobs created

955

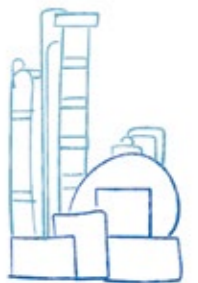
in 2022

3,087

from the start of calculation till December 31, 2022

3,087

planned for the project life cycle



## Project launch

2019<sup>1</sup>

Number of jobs created

260<sup>2</sup>

in 2022

766<sup>2</sup>

from the start of calculation till December 31, 2022

4,213<sup>3</sup>

planned for the project life cycle

## Gas Processing Facility within the Ethane-Containing Gas Plant near Ust-Luga, Leningrad Region

## Positive social effect

Creating

&gt; 4,000

jobs after the launch

## Social infrastructure development

- Housing, social infrastructure and utilities to be built in residential neighborhood No. 7 of Kingisepp

## Advantages in process safety, energy efficiency and environmental impact mitigation

- Analyzing industrial safety risks by using an advanced risk-based approach when designing the Gas Processing Facility within the Ethane Containing Gas Plant. To assess the risk of accidents and mortality, as well as to develop the necessary actions to ensure industrial and fire safety, PJSC Gazprom engaged the leading scientific and design institutions of Russia (VNIPO EMERCOM of Russia, the Academy of State Fire Service of the EMERCOM of Russia, Russian Energy Laboratory, APATIT Center for Professional Development, GL Engineering)
- Use of manufacturing processes and automation equipment, application of cutting-edge and highly efficient emergency protection devices to significantly reduce the likelihood of an accident and eliminate injuries and fatalities of both the employees of the facility and the residents of neighboring settlements
- Development of design solutions intended to preserve the existing ecosystems and the daily routine of the local population surrounding the Gas Processing Facility within the Ethane-Containing Gas Plant
- Running all construction processes, including the construction of production facilities, in strict compliance with environmental, sanitary, fire safety and other applicable standards
- Project development in accordance with all the applicable national standards and principles, including the Equator Principles and the general approaches of the Organization for Economic Cooperation and Development

<sup>1</sup> Commissioning/launch year for key production facilities.

<sup>1</sup> The year when the project office was launched. The operator is RusKhimAlyans, a joint venture of PJSC Gazprom and RusGazDobycha.

<sup>2</sup> Project office headcount.

<sup>3</sup> Headcount of the Gas Processing Facility within the Ethane-Containing Gas Plant for full-scale development. The information is in line with a draft staff list.

## International Activities



The Gazprom Group is the largest exporter of pipeline gas globally. Over the past year, it has increased gas supplies via the Power of Siberia gas trunkline to China – in 2022, they grew by nearly 50% year-on-year. Gas supplies to the European markets were carried out in line with applicable technological, economic and geopolitical restrictions.

In September 2022, an unprecedented international terrorist attack took place in the Baltic Sea targeting the Nord Stream and Nord Stream 2 offshore gas pipelines ensuring transit-free exports of Russian pipeline gas to consumers in Europe. This incident caused a grave damage to the European and international energy security and global sustainable development in general, exacerbating the international energy crisis triggered by the reduced consumption of traditional energy sources,

insufficient spending on the oil and gas industry in the past years, refusal to purchase natural gas for political reasons, and non-market regulation of foreign trade.

The above terrorist attack must be investigated in accordance with the international law provisions, with participation of all the affected parties and those guilty of the attack brought to justice. The investigation must include an independent assessment of damage to the critical international gas transportation infrastructure, and measures must be taken by the global community to ensure the security and seamless operation of the international energy infrastructure.

The Gazprom Group's international cooperation priorities:

- diversifying natural gas exports from Russia, including to Asia
- strengthening ties with companies and government authorities in the CIS, Middle East, Asia and Africa
- diversifying the range of exported products, expanding the sales geography.

**Gazprom is ramping up gas exports to China via the Power of Siberia pipeline. In the reporting period, the supplies were carried out in excess of daily contractual volumes at the request from the buyer. In 2022, a contract was signed with CNPC providing for the sale of natural gas from Russia to China along the Far Eastern route. In the reporting year, the Gazprom Group was preparing the project for launch.**

In 2022, an important milestone was reached as regards potential gas supplies from Russia to China via Mongolia – the Company and its partners in Mongolia approved the results of a feasibility study for the construction of the Soyuz-Vostok pipeline, an extension of the Power of Siberia 2 gas trunkline. In 2022, the Company conducted design and survey works under this project.

## Sustainability Management

**The Gazprom Group's mission when it comes to sustainable development is to make a positive contribution to the social and economic development of Russia and other regions of operation in line with environmental and social responsibility standards, so as to preserve and enhance the opportunities for future generations while meeting the needs of today.**

### Gazprom Group's Sustainable Development Policy

Gazprom's goals and commitments in sustainability and the approaches to delivering them are set out in the Gazprom Group's Sustainable Development Policy<sup>1</sup>.

Compliance with the Policy is mandatory for all entities of the Gazprom Group.



In 2022, the Company approved the Action Plan for Sustainable Development Policy<sup>2</sup>.

One of the Action Plan's initiatives is the plan to quit using disposable plastic items in the Gazprom Group's offices<sup>3</sup>. A set of measures was developed to reduce the use of disposable plastics.

Also, in line with the above Action Plan and the Board of Directors' order, the Company is developing indicators to assess its progress in sustainable development, which will lay the foundation for the Group's shared sustainability assessment system that reflects Gazprom's contribution to the social and economic development of Russia.

<sup>1</sup> Approved by resolution of the Board of Directors of PJSC Gazprom No. 3576 dated April 30, 2021; <https://www.gazprom.com/f/posts/74/562608/2021-04-30-sustainability-policy-en.pdf>

<sup>2</sup> Approved by order of PJSC Gazprom No. 333 dated September 1, 2022.

<sup>3</sup> Approved by order of PJSC Gazprom No. 8 dated January 12, 2023.



Child's drawing by: Kristina Dmitrishina

**Irina Aristarkhova**  
Deputy Head of Corporate Affairs  
at Gazprom Energoholding

Introduces best corporate governance practices, integrates the sustainable development principles at Gazprom Energoholding.



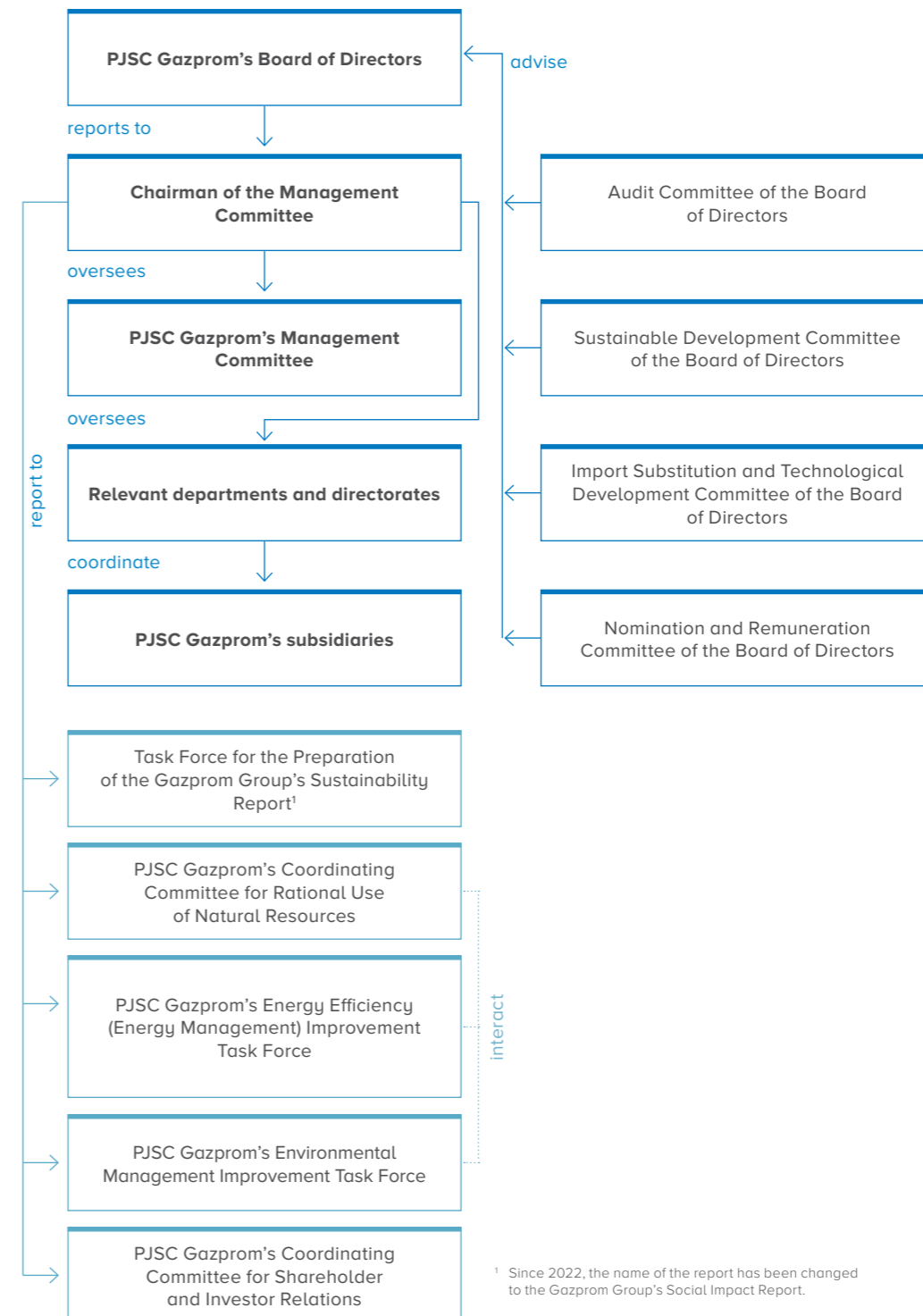
Live photo

## Sustainability Management System

Sustainability management is integrated into the corporate governance system of PJSC Gazprom. Responsibilities in this area are assigned in accordance

with legislation of the Russian Federation and internal documents to governance bodies, structural units of PJSC Gazprom, and its subsidiaries.

### Sustainability management structure



<sup>1</sup> Since 2022, the name of the report has been changed to the Gazprom Group's Social Impact Report.

The **Board of Directors of PJSC Gazprom** engages in strategic governance and is responsible for considering and approving high-level internal documents on matters that fall within its competence, including sustainability.

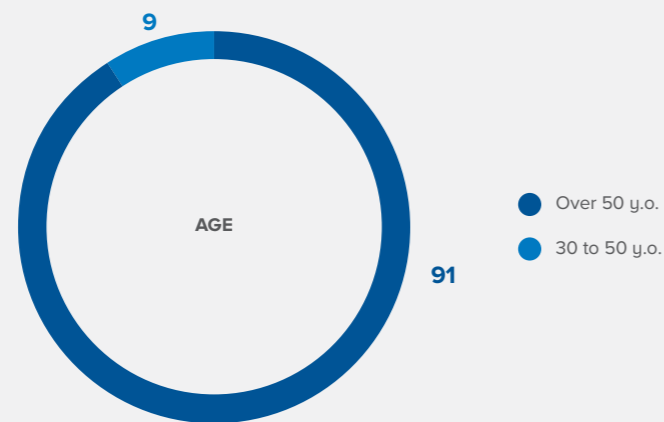
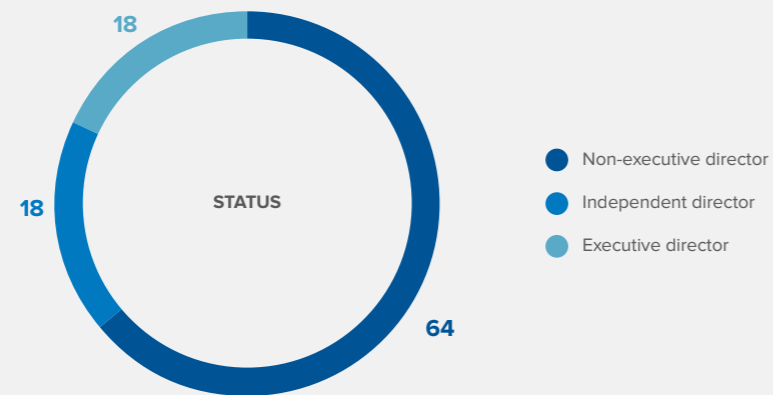
The composition of the Board of Directors is well-balanced so as to achieve targets that benefit the shareholders and the Company at large.

The members of the Board of Directors possess a broad range of competencies to fit the scale and nature of the Company's

operations, including corporate governance and sustainable development. Independent directors take an active part in the Board of Directors' activities and propose for discussion matters related to corporate governance and sustainability.

Two out of eleven members of the Board of Directors are independent. The Chairman of the Board of Directors is not an executive officer at the Company.

**Composition of PJSC Gazprom's Board of Directors, %**



**Competencies of PJSC Gazprom's Board of Directors**

Competencies	Members of PJSC Gazprom's Board of Directors										
	1	2	3	4	5	6	7	8	9	10	11
Public administration	✓	✓		✓			✓	✓	✓		✓
Senior management and board experience	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Economics and finance	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
Fuel and energy sector	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓
Strategic planning	✓	✓	✓	✓	✓		✓	✓	✓		✓
International cooperation / doing business	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Corporate governance	✓	✓	✓	✓			✓	✓	✓		✓
Risk management / internal audit			✓	✓		✓	✓	✓	✓	✓	✓
Operational management	✓	✓		✓	✓			✓	✓	✓	✓
Human capital and remuneration	✓		✓	✓		✓	✓	✓	✓	✓	✓
R&D	✓	✓		✓	✓	✓	✓	✓	✓		✓
Sustainable development	✓	✓	✓	✓	✓			✓	✓		✓

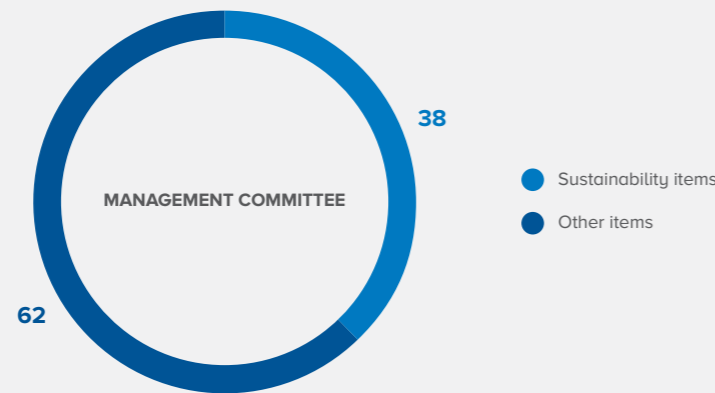
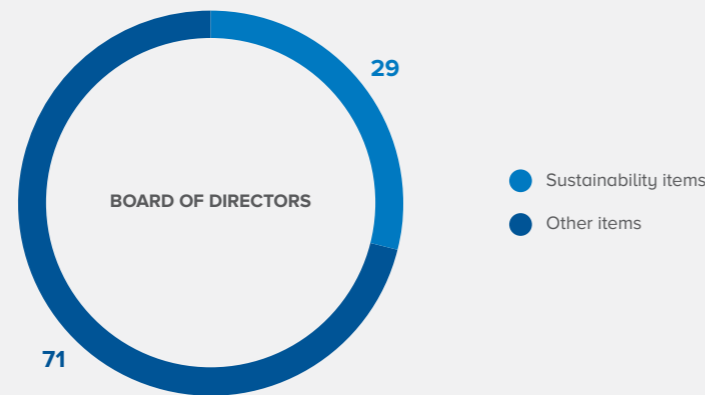




In 2022, the Board of Directors considered 52 items related to sustainability.

PJSC Gazprom's Management Committee reviewed 24 ESG-related items.

**Proportion of sustainability items considered by PJSC Gazprom's Board of Directors and Management Committee in 2022, %**



**Activities of PJSC Gazprom's Board of Directors, its committees and Management Committee in 2022**

Indicator	Board of Directors	Audit Committee	Nomination and Remuneration Committee	Import Substitution and Technological Development Committee	Sustainable Development Committee	Management Committee
Number of directors	11	3	3	3	3	14
• incl. independent directors	2	2	2	0	0	n/a
Number of meetings, incl.	70	8	11	4	3	24
• in person	8	–	–	2	–	16
• in absentia	62	8	11	2	3	8
Number of items considered	177	10	11	7	3	63
• incl. items related to sustainability	52	1	1	3	3	24

The **Sustainable Development Committee of the Board of Directors** is responsible for preliminary consideration of sustainability matters and develops recommendations for the Board of Directors to adopt resolutions.

The **Import Substitution and Technological Development Committee of the Board of Directors** prepares recommendations for the Board of Directors to adopt resolutions on import substitution and technological development.

Among other things, the **Audit Committee of the Board of Directors** monitors the reliability and performance of the risk management and internal control system and compliance with the Code of Corporate Ethics of PJSC Gazprom.

The **Nomination and Remuneration Committee of the Board of Directors** is in charge of an effective HR management policy, as well as incentive and remuneration system.

PJSC Gazprom also has in place a **Coordinating Committee for Rational Use of Natural Resources**<sup>1</sup>. Its main goal is to coordinate the efforts of PJSC Gazprom's units and entities in rational use of natural resources, energy efficiency, environmental protection and sustainable development.

To insure a comprehensive approach to environmental and energy management and coordination of relevant efforts of PJSC Gazprom's structural units, the Company has standing **Environmental Management Improvement Task Force**<sup>2</sup> and **Energy Efficiency (Energy Management) Improvement Task Force**<sup>3</sup>.

The **Coordinating Committee for Shareholder and Investor Relations**<sup>4</sup> is tasked with the development and implementation of a unified and consistent shareholder and investor engagement policy.

<sup>1</sup> Created by order of PJSC Gazprom No. 215 dated May 14, 2020.

<sup>2</sup> Created by order of PJSC Gazprom No. 16 dated January 14, 2021.

<sup>3</sup> Created by order of PJSC Gazprom No. 547 dated December 23, 2022.

<sup>4</sup> Created by order of PJSC Gazprom No. 292 dated November 17, 2008.

Overall management of sustainable development aspects is within the remit of **PJSC Gazprom's Management Committee**. At PJSC Gazprom, overseeing the implementation of the Sustainable Development Policy of the Gazprom Group is the responsibility of the **Chairman of PJSC Gazprom's Management Committee**, while at subsidiaries this is among the duties of their **Directors General**.

## Corporate Governance Assessment

In accordance with recommendations of the Russian Corporate Governance Code (Clause 2.9), PJSC Gazprom regularly conducts comprehensive independent assessments of corporate governance practices and internal assessments of the activities of the Company's Board of Directors and its committees. Assessment findings are taken into account in preparing measures for further development of corporate standards.

In 2021, the Expert RA rating agency assigned the highest governance quality rating to PJSC Gazprom. In 2022 and 2023, the agency reaffirmed this highest score.

# A++

**(highest)**

**governance quality rating of PJSC Gazprom assigned by the Expert RA rating agency**

Governance quality was assessed by experts in the following key areas:

- positioning (business reputation, development strategy, etc.);
- governance and control bodies;
- transparency of information;
- rights of shareholders and other stakeholders;

Structural units of PJSC Gazprom and its subsidiaries manage various sustainable development aspects and implement the Sustainable Development Policy of the Gazprom Group.

Coordination of sustainable development activities of PJSC Gazprom's structural units, subsidiaries and entities is the responsibility of PJSC Gazprom's information policy unit.

- support factors (additional positive changes);
- stress factors (factors that have a significant adverse impact on the rating).

The methodology to assess governance quality has been approved by the Expert RA rating agency's methodology committee. According to the methodology, corporate governance best practices mean approaches recommended by the World Bank and the Organization for Economic Cooperation and Development. It also factors in guidelines from national market regulators (e.g. Corporate Governance Code of the Bank of Russia) and requirements of stock exchanges where the rated entity's securities are listed (e.g. requirements for Level 1 and Level 2 issuers established by the Moscow Exchange).

The methodology provides for a systematic application of all the analysis methods and tools, models, key factors, and benchmarks as a unified framework. The methodology is used only systematically. The rating is assigned to PJSC Gazprom based on the analysis of all key indicators used in the methodology.

Expert RA's methodology for governance quality ratings is available on the agency's website at [www.raexpert.ru](http://www.raexpert.ru).

In early 2023, the Expert RA rating agency's website published a press release, once again confirming PJSC Gazprom's highest governance quality rating.

The following factors positively influenced the experts' conclusions:

1. well-organized activities of PJSC Gazprom's collegial governance bodies, namely:
  - activities of the bodies clearly regulated by internal documents;
  - high workload of the Board of Directors and its committees (a lot of meetings);
  - four dedicated committees of the Board of Directors;
  - Audit Committee of the Board of Directors chaired by an independent director;
2. liability insurance for the Board of Directors with large insurance amounts;
3. involvement of collegial governance bodies in the ESG agenda<sup>1</sup>;
4. system of Company-wide key performance indicators for assessing the performance of the Management Committee and other executives, incentives for the Board of Directors;
5. robust risk management system;
6. strong protection of the rights of PJSC Gazprom's shareholders, other stakeholders and employees;
7. Corporate Secretary function;
8. effective system for preventing and resolving conflicts of interest;
9. anti-corruption system compliant with all major international and Russian laws and regulations;
10. robust organization of strategic planning.

In late 2022 and early 2023, as part of an independent assessment of corporate governance, the Company's Board of Directors was again assessed by external experts based on the following criteria: composition and structure, organization of their activities, and key functions.

Apart from that, in 2H 2022, the Board of Directors of PJSC Gazprom, the Audit Committee, the Nomination and Remuneration Committee, and the Sustainable Development Committee<sup>2</sup> conducted a regular self-assessment (through a questionnaire) of the Directors' performance in the 2021–2022 corporate year<sup>3</sup>.

All members of PJSC Gazprom's Board of Directors ranked the current maturity level of PJSC Gazprom's Board of Directors and its committees as excellent (four points out of four). The results of the self-assessment were presented to the Nomination and Remuneration Committee of the Board of Directors (minutes No. 64 dated October 14, 2022) and were considered at the meeting of the Board of Directors in November 2022 (minutes No. 11472 dated November 17, 2022).



For more details on the composition of PJSC Gazprom's Board of Directors, its committees and Management Committee, see [Gazprom Annual Report 2022](#).

<sup>1</sup> Environmental, Social, Governance.

<sup>2</sup> The Sustainable Development Committee was set up in 2021 (resolution No. 3627 of the Board of Directors of PJSC Gazprom dated July 13, 2021).

<sup>3</sup> Corporate year of 2021–2022 means the period from June 25, 2021 to June 30, 2022.

### Performance assessment (self-assessment) of the Board of Directors and its committees

Focus area of the assessment (self-assessment)	Average score of the assessment (self-assessment)	
	2021	2022
I. Composition and structure of the Board of Directors	4	4
II. Organization of activities of the Board of Directors	4	4
III. Key functions of the Board of Directors	4	4
I. Composition and structure of the Audit Committee	4	4
II. Organization of activities of the Audit Committee	4	4
III. Functions of the Audit Committee	4	4
I. Composition and structure of the Nomination and Remuneration Committee	4	4
II. Organization of activities of the Nomination and Remuneration Committee	4	4
III. Functions of the Nomination and Remuneration Committee	4	4
I. Composition and structure of the Sustainable Development Committee	4	4
II. Organization of activities of the Sustainable Development Committee	4	4
III. III. Functions of the Sustainable Development Committee	4	4

Members of PJSC Gazprom's Board of Directors who represent the interests of the Russian Federation undergo self-assessment on the Interdepartmental Portal

of the Federal Agency for State Property Management at the end of each quarter and corporate year.

### Assessment of the Management's Contribution

Gazprom Group's sustainability progress is monitored against key performance indicators that are used for planning PJSC Gazprom's operations or assessing the performance of executives at PJSC Gazprom, its subsidiaries and entities<sup>1</sup>. One such KPI is the Integrated KPI for Innovation. Its assessment includes the criterion of reduction of per unit greenhouse gas emissions (CO<sub>2</sub> equivalent). This KPI is included in the list

of Company-wide indicators influencing the remuneration of the Company's Board of Directors and executives.



<sup>1</sup> For more details, see Clause 8 of the Sustainable Development Policy of Gazprom Group; <https://sustainability.gazpromreport.ru/fileadmin/f/common/2021-04-30-sustainability-policy-en.pdf>

### Independent Assessment

PJSC Gazprom has top positions in the most reputable national sustainability ratings and rankings.

#### Gazprom Group's Sustainability Ratings

Rating/index	2020	2021	2022
Russian business' sustainability index (by RBC and the NCR rating agency)	–	–	Category 1 (high) <sup>1</sup>
Sustainability ranking of industrial Russian companies by the National Rating Agency (NRA)	–	–	0.814 (group 1, advanced) <sup>2</sup>
Sustainable corporate governance rating by Yes-Strategy, a non-profit agency for corporate development	A+ level	A level	A level <sup>3</sup>
AK&M ESG Reporting Rating	Highest level of disclosure	Highest level of disclosure	Highest level of disclosure <sup>4</sup>
Responsibility and Transparency Index (MOEX–RUIE)	Above 0.75 (leader group)	A (leader group)	A (leader group) <sup>5</sup>
Sustainability Vector Index (MOEX–RUIE)	Above 0 (leader group)	A (leader group)	A (leader group)

The Company was among the finalists of Our Contribution, the National Ranking for Assessing Social Investments by Businesses and NPOs in Achieving National Goals (<https://рэнкинг.национальныепроекты.рф>), published in 2022.

### Risk Management

The Gazprom Group has in place a risk management and internal control system (RMICS), which is a part of PJSC Gazprom's corporate governance framework and provides reasonable assurance that the Group will achieve its goals. The RMICS covers all activities of both PJSC Gazprom

and the Gazprom Group entities, includes all management levels and types of activities and all risks of PJSC Gazprom and the Gazprom Group entities. PJSC Gazprom's RMICS performance in 2022 was confirmed by the top score from the Expert RA rating agency.

<sup>1</sup> Data for 2020–2021; [https://ratings.ru/files/research/macro/NCR\\_ESG\\_Oct22.pdf](https://ratings.ru/files/research/macro/NCR_ESG_Oct22.pdf)

<sup>2</sup> [https://www.ra-national.ru/wp-content/uploads/2023/02/ranking\\_prom\\_2023.pdf](https://www.ra-national.ru/wp-content/uploads/2023/02/ranking_prom_2023.pdf)

<sup>3</sup> <http://corptransparency.ru/rate>

<sup>4</sup> <https://akmrating.ru/reytingotchetnostiesg/>

<sup>5</sup> [https://rspp.ru/upload/iblock/e07/efghr37sx3rkf35uznh3pd9t1hq4tz/Prezentatsiya\\_ESG\\_indeksy-RSPP-2022.pdf](https://rspp.ru/upload/iblock/e07/efghr37sx3rkf35uznh3pd9t1hq4tz/Prezentatsiya_ESG_indeksy-RSPP-2022.pdf)

Responsibilities and powers in the area of risk management and internal control are assigned in accordance with legislation of the Russian Federation and internal documents to governance bodies, structural units of PJSC Gazprom, and its subsidiaries and entities. In accordance with Federal Law No. 208-FZ On Joint Stock Companies dated December 26, 1995 and directives No. 3984p-P-13 for representatives of the Russian Federation dated June 24, 2015, a dedicated unit of PJSC Gazprom for risk management and internal control (Directorate of PJSC Gazprom) responsible for implementing the single risk management and internal control policy of PJSC Gazprom and the Gazprom Group entities was established; its activities are coordinated by a Deputy Chairman of the Management Committee.

PJSC Gazprom and the Gazprom Group ensure timely identification of risks and evaluation of potential events, circumstances, and internal

and external factors influencing the achievement of PJSC Gazprom's targets and goals, and develop risk management measures and internal controls. Setting targets for PJSC Gazprom and the Gazprom Group entities is a prerequisite for identifying and assessing risks and subsequently exercising internal controls. When identifying risks, internal and external events that may affect the achievement of targets are detected.

In 2022, the strategic risk register of PJSC Gazprom (Gazprom Group) affecting the Gazprom Group's sustainable development was updated. Measures in the reporting period to manage strategic risks enabled us to maintain them at an acceptable level for PJSC Gazprom (Gazprom Group).

## Ethical Business Principles

### Key documents

- Corporate Governance Code of PJSC Gazprom<sup>1</sup>
- Code of Corporate Ethics of PJSC Gazprom<sup>2</sup>
- Anti-Corruption Policy of PJSC Gazprom<sup>3</sup>
- Regulation on Hot Line for Fighting Fraud, Corruption, and Embezzlement at the Gazprom Group<sup>4</sup>



### Corporate Ethics

The Company has in place the Code of Corporate Ethics of PJSC Gazprom developed in 2012 (Code of Ethics). Its revised version has been in effect since 2014 (as subsequently amended). The Code of Ethics reflects the best corporate practices.

The document sets forth PJSC Gazprom's corporate values and defines the key rules of business conduct regarding the prevention

of conflicts of interest and corruption, in particular restrictions on joint work of relatives, employee engagement with PJSC Gazprom's competitors and their serving on elected government bodies, and gift acceptance. In accordance with the Code of Ethics, PJSC Gazprom shall not engage in political activities or finance political organizations.

### PJSC Gazprom's corporate values

- Professionalism
- Thriftiness
- Mutual respect
- Image
- Initiative
- Openness to dialogue
- Continuity

The Code of Ethics contains guidelines for employees on handling conflicts of interest and declares zero tolerance to corruption. Managers and workers must inform the employer of any corruption proposals they receive.

The Code also sets forth the principles of environmental protection and zero discrimination towards employees, and mechanisms for implementing and monitoring the corporate ethics rules.

The Code is mandatory for all of PJSC Gazprom's employees.

In addition, the Code of Ethics applies to the employees of the entities controlled by PJSC Gazprom, which used it as the basis for developing and adopting approved the own codes of corporate ethics.

Since 2019, the Code of Ethics also applies to the members of the Board of Directors, prohibiting them from taking advantage or allowing others to take advantage of their position or information that comes to their knowledge about the operations of PJSC Gazprom. They are also required to refrain from any actions that will or can result in a conflict of interest.

Every year, the Company's executives, including members of the Management Committee, make formal written commitments to comply with the Code of Ethics.

Members of the Management Committee must not take advantage or allow others to take advantage of their position or information that comes to their knowledge about the Company's operations, and must refrain from any actions that will or can result in a conflict of interests.

Management Committee members are also subject to restrictions imposed by the Code of Ethics on the joint work of relatives, engagement with competitors and serving on elected government bodies, gift acceptance, and others.

In addition, they are not allowed to hold management positions at other companies without the consent of the Company's Board of Directors.

In 2022, the Ethics Commission did not receive information about any conflict of interest existing for any members of the Board of Directors or the Management Committee, or the Chairman of the Management Committee of PJSC Gazprom. Besides, Board members did not notify the Chairman of the Board of Directors about any conflict of interest arising with respect to the agenda items considered by this governance body.



For more details on the risk management and internal control system and its performance in 2022, see [Gazprom Annual Report 2022](#).

<sup>1</sup> Approved by resolution of the annual General Shareholders Meeting of PJSC Gazprom dated June 30, 2017, minutes No. 1; [https://www.gazprom.com/ff/posts/74/562608/kodeks\\_korporativnogo\\_upravleniya\\_eng\\_30.06.2017.pdf](https://www.gazprom.com/ff/posts/74/562608/kodeks_korporativnogo_upravleniya_eng_30.06.2017.pdf)

<sup>2</sup> Approved by resolution of the Board of Directors of PJSC Gazprom No. 2309 dated February 25, 2014, as subsequently amended; <https://www.gazprom.com/ff/posts/74/562608/2014-02-25-codex-of-corporate-ethics-en-2019-08-20-edit.pdf>

<sup>3</sup> Approved by resolution of the Board of Directors of PJSC Gazprom No. 2846 dated November 15, 2016; <https://www.gazprom.com/ff/posts/74/562608/anti-corruption-policy-2016-11-15-en.pdf>

<sup>4</sup> Approved by order of OJSC Gazprom No. 423 dated September 4, 2014; <https://www.gazprom.com/ff/posts/74/562608/2014-09-04-regulation-hotline-en.pdf>

PJSC Gazprom takes steps to identify and prevent conflicts of interest in the sole executive bodies of its controlled entities. According to an established practice, all sole executive bodies of controlled entities, on a regular basis (at least once every three years), submit information on the presence or absence of signs of a conflict of interest (through questionnaires) for further analysis. For newly appointed investee managers, questionnaires are filled after their appointment to the post.

Sole executive bodies of entities controlled by PJSC Gazprom that have conflicts of interest are required to bring the issue to the Ethics Commission's attention.

In 2022, no conflicts of interest were identified in the sole executive bodies of entities controlled by PJSC Gazprom.

Starting from 2021, efforts have been made to hold the Group's suppliers and contractors to similar ethical business standards by inserting a clause requiring them to comply with the Code of Ethics into the contracts.

**Corporate ethics training**

Employees of PJSC Gazprom's Administration, as well as its branches and subsidiaries, receive regular training by taking a Corporate Ethics e-learning course with a test-based knowledge assessment.

In 2022, 30,865 employees completed the course.





In 2022, a remote learning course titled Corporate Ethics at PJSC Gazprom for Suppliers was developed for third-party employees. The course will be rolled out in 2023.

**PJSC Gazprom's Corporate Ethics Commission**

Ensuring the implementation of the Code of Ethics is the responsibility of PJSC Gazprom's standing Corporate Ethics

Commission (Ethics Commission). The Commission consists of at least five members appointed by PJSC Gazprom's order.

**Key focus areas of the Ethics Commission**

-  Advising employees on the interpretation and implementation of the Code of Ethics
-  Reviewing inquiries in a timely manner and based on the applicable laws of the Russian Federation, with assistance from dedicated structural units and subsidiaries, if necessary
-  Identifying potential conflicts of interest involving sole executive bodies of entities controlled by PJSC Gazprom and providing recommendations on eliminating and mitigating negative implications of identified conflicts of interest
-  Arranging for the Company's executives, including members of PJSC Gazprom's Board of Directors and Management Committee, to submit formal written commitments to comply with the Code of Ethics on an annual basis

The Gazprom Group is committed to becoming more efficient in preventing and managing conflicts of interest in line with the national policy to combat corruption and improve business climate in Russia. In the reporting year, the Code of Corporate Ethics was supplemented with a provision requiring that information on the Company's compliance with corporate ethics be submitted to PJSC Gazprom's Board of Directors on a regular basis, and in either case at least once every three years.

The Ethics Commission's performance is reported to the Chairman of the Management Committee of PJSC Gazprom on an annual basis.

For the clarification of the Code's provisions and issues related to its application, or for details on the known violation of ethics

In 2022, the Ethics Commission held ten meetings to review 19 inquiries. The majority of inquiries received in 2022 were related to the interpretation of the Code of Ethics' provisions focusing on the prevention and management of potential conflict-of-interest situations, and requirements to personal behavior in the workplace.

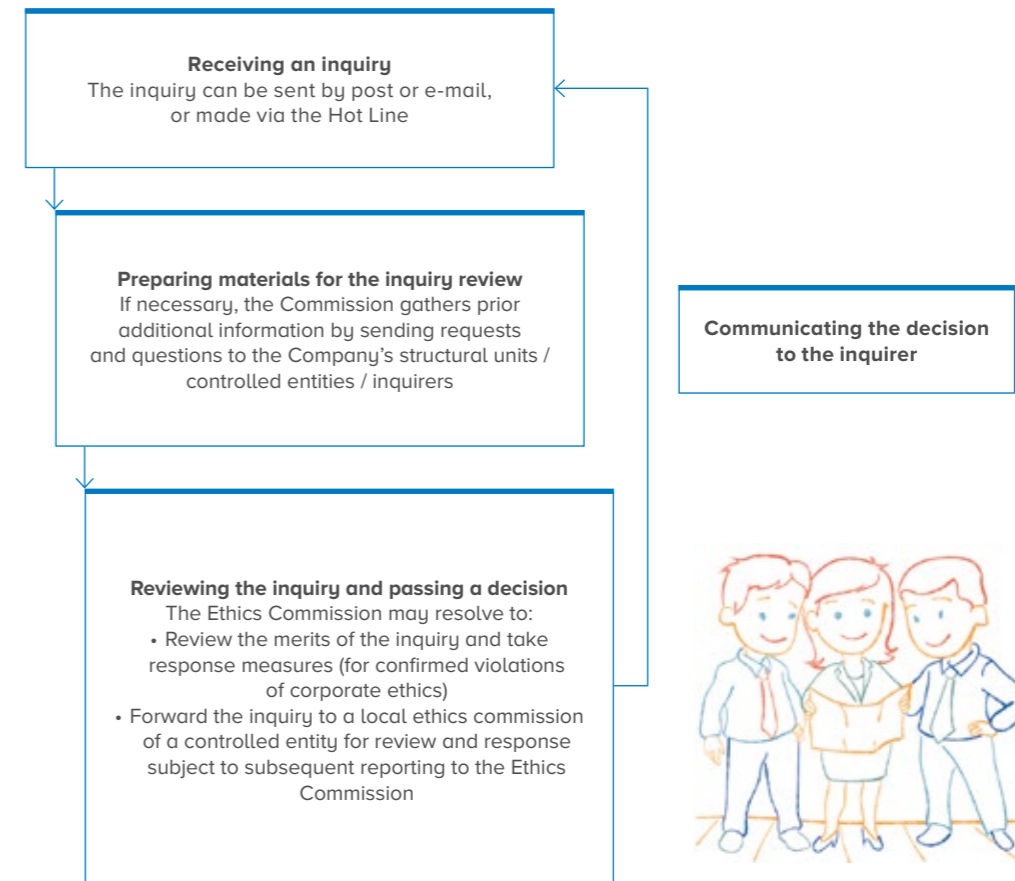
rules, as well as in case of a conflict of interest, the Company's employees can contact their immediate supervisor or the Ethics Commission

If the immediate supervisor fails to take measures to prevent or eliminate the conflict of interest or the measures taken are insufficient, employees are to inform the Commission thereof.


Employee sanctions for violating the Code of Ethics include, without limitation:

- public censure;
- denouncement;
- loss of bonuses (in line with the Company's internal documents);
- disciplinary action (in cases where there is evidence of a disciplinary offence).

**Ethics Commission's inquiry review procedure**



Entities controlled by PJSC Gazprom have in place local ethics commissions reviewing inquiries from their employees in line with local codes of corporate ethics.

 The Ethics Commission receives messages by e-mail at [ethics.commission@adm.gazprom.ru](mailto:ethics.commission@adm.gazprom.ru), by phone at the Hot Line number +7 495 719 1171 or by regular post.

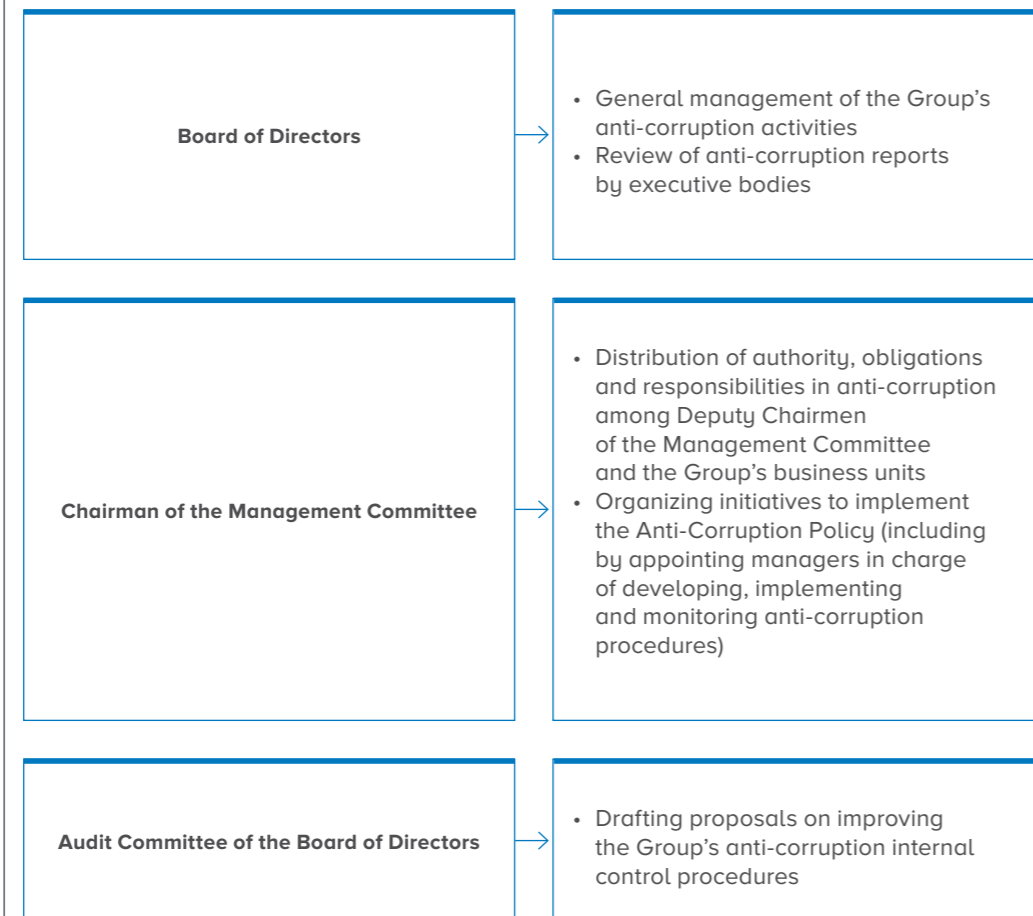
**Anti-Corruption**

The Anti-Corruption Policy of PJSC Gazprom reflects the commitment of the Company's management and employees to the ethical standards of conducting legal, open and honest business, improving the corporate culture, following the best corporate governance practices and maintaining a good business reputation. This document outlines the goals and competencies of governance bodies in preventing and combating corruption, while also introducing comprehensive anti-corruption measures and liability for non-compliance with policy requirements.

**Key principles of the Anti-Corruption Policy**

- compliance with applicable laws;
- leadership by example;
- employee engagement;
- proportionality between anti-corruption procedures and corruption risks;
- efficiency of anti-corruption procedures;
- responsibility and inevitability of punishment;
- business transparency;
- permanent control and regular monitoring.

**Anti-corruption management**



**Corruption Reporting Mechanisms**

Inquiries regarding fraud, corruption, and embezzlement at the Gazprom Group are submitted by e-mail at [hotline@ss.gazprom.ru](mailto:hotline@ss.gazprom.ru), by phone at the Hot Line number +7 812 613 1188 or by regular post.

**4,820**  
employees  
of Gazprom took anti-corruption training in 2022

**Anti-Corruption Training**

The Gazprom Group organizes anti-corruption training for its employees in the form of courses developed by Gazprom

Corporate Institute, the Center for Entrepreneurial Risks, the Russian Presidential Academy of National Economy and Public Administration, and other institutions.

**Skills upgrading under corruption prevention and countering programs**

Indicator	2020	2021	2022	Change 2022/2021, %
Average duration of anti-corruption training per employee per year, hours	0.2	0.1	0.2	+100

The number of employees trained in anti-corruption measures increased due to new job positions added to the list of employees required to take the training.



For more details on anti-corruption practices, see [Gazprom Annual Report 2022](#).

# Innovations

## Material topic



5. Innovations and R&D at the Gazprom Group

**Gazprom's goal is to maintain technological leadership in the industry and remain a reliable energy supplier. Gazprom makes hefty investments in research and development, leading the pack in R&D spending among Russian energy companies and being a top 10 global energy company.**

**RUB 30.01 billion**  
investments in R&D in 2022

## Key documents

- PJSC Gazprom's Innovative Development Program until 2025<sup>1</sup>
- R&D Program of PJSC Gazprom and its Subsidiaries
- Procedure for Managing R&D Activities at PJSC Gazprom and its Subsidiaries<sup>2</sup>
- A set of PJSC Gazprom's standards pertaining to the Intellectual Property group of standards
- PJSC Gazprom's Patent Strategy until 2025<sup>3</sup>
- Key Provisions for Managing Intellectual Property Rights of PJSC Gazprom and its Subsidiaries
- Regulations on the Introduction of Innovative Products in PJSC Gazprom<sup>4</sup>
- Regulations on PJSC Gazprom's Single Point of Contact System for introducing innovative products of small and medium-sized businesses, review of innovative proposals of individuals and legal entities<sup>5</sup>



## Innovative Development Program

PJSC Gazprom's Innovative Development Program until 2025 (the "Program") is Gazprom's tool for long-term planning and management of innovative activities which is part of the Group-wide strategic planning framework. It has a ten-year planning horizon and covers gas, oil and power generation businesses of the Gazprom Group. To deliver on the technological and organizational priorities of the Program, there are relevant R&D initiatives (plans) in place at PJSC Gazprom, Gazprom Neft, Gazprom Energoholding and other subsidiaries and affiliates.

The Program is mainly aimed at improving technological and organizational capabilities of PJSC Gazprom to cement its position as a global energy company and a reliable energy supplier.

The Program prioritizes technological development with a focus on prospecting and exploration, and enhancing development efficiency, including greenfield, offshore,

and unconventional resources. The Gazprom Group also monitors and develops technologies for enhancing the efficiency of gas transportation and storage, hydrocarbon processing, LNG production, gas marketing and utilization.

### Key Areas of Gazprom Group's Organizational Innovations:

- improving innovation and sustainable development, corporate governance and long-term forecasting, cost and investment management, risk management;
- feasibility modeling;
- improving the pricing systems and tariff policy;
- increasing efficiency in the use of energy, natural, human and financial resources;
- reducing the cost of products and services;
- improving labor efficiency;
- mitigating environmental impacts of operations;
- improving the reliability and safety of production equipment;
- improving organizational capabilities.

<sup>1</sup> Approved by resolution of the Board of Directors of PJSC Gazprom No. 3513 dated December 1, 2020; <https://www.gazprom.ru/ff/posts/97/653302/pri-passport-2018-2025.pdf>

<sup>2</sup> Approved by order of PJSC Gazprom No. 254 dated April 20, 2017 (as amended).

<sup>3</sup> Approved by order of PJSC Gazprom No. 92 dated March 4, 2019 (as amended).

<sup>4</sup> Approved by order of PJSC Gazprom No. 102 dated March 2, 2018.

<sup>5</sup> Approved by order of OJSC Gazprom No. 311 dated June 9, 2015.

Child's drawing by: Arina Soloshenko



## Vyacheslav Veldyukhov

Deputy head of the boiler and turbine shop of Apatitskaya CHPP at TGC-1

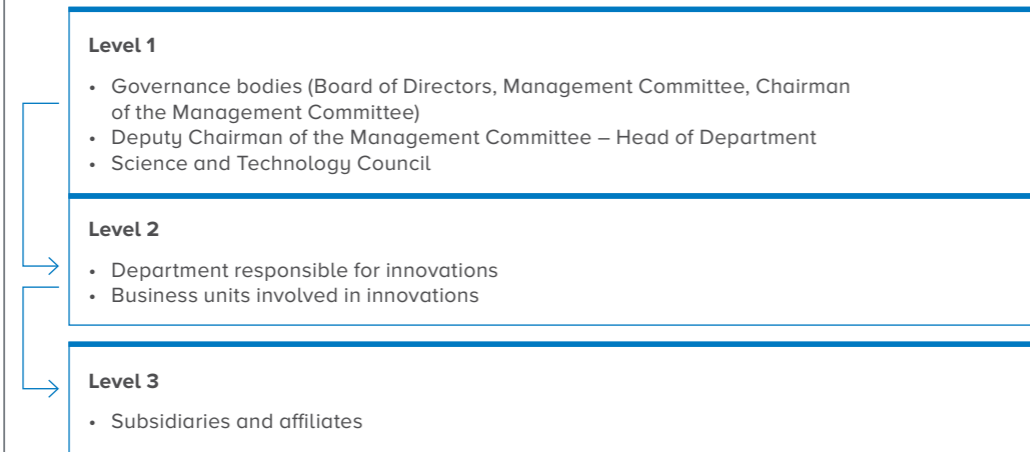
Award winner of an international contest for R&D and innovations, contributes to improving the CHPP efficiency and cost-effectiveness.

Live photo



## Innovation Management

### Innovation Management Structure



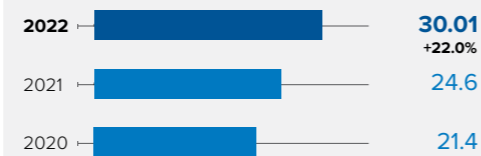
Gazprom has an advanced innovation management framework in place. It also has a standing R&D Commission (the "Commission"), which considers whether and how PJSC Gazprom and its subsidiaries should implement R&D projects based on the principles of transparency, objectivity, and independence.

In the reporting year, the Commission once again confirmed its objectivity and commitment to high standards by making comments and suggestions for the revision of R&D applications for more than a half of the works submitted for review.

In accordance with the approved procedure for managing R&D activities, five supplements to the 2022 R&D Program of PJSC Gazprom and its Subsidiaries, as well as the 2023 R&D Program of PJSC Gazprom and its Subsidiaries were formulated and approved based on the Commission resolutions.

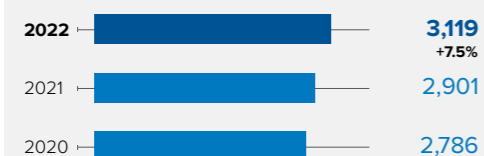
Gazprom supports the desire of small and medium-sized businesses to develop innovative proposals for their enterprises.

### Gazprom Group's R&D investments, RUB billion<sup>1</sup>



PJSC Gazprom has a Single Point of Contact System, where businesses can submit their proposals for introduction into the Gazprom Group's operations. The System's web portal covers the entire process of submitting an innovative proposal – from the application stage to obtaining the final opinion. In 2022, 115 new applications were registered and 87 expert opinions prepared. PJSC Gazprom's Commission for Introduction of Innovative Products reviewed 24 proposals and recorded 23 items in the Register of Innovative Products, which currently contains 133 items, including 97 proposed by SMEs.

### Number of patents received by the Gazprom Group



<sup>1</sup> Including pre-investment studies.



For more details on innovation management in PJSC Gazprom see PJSC Gazprom's official website: <https://www.gazprom.com/about/strategy/innovation/>

## Interaction with the Scientific Community

The work to popularize corporate science continued in 2022 as part of the Decade of Science and Technology. The Gazprom Group actively promotes scientific ideas and knowledge within and outside the scientific community, using various channels and methods of communication, and seeks to make science and technology more attractive to young talent, raise awareness about innovative opportunities in the gas science and engage the professional academic community in tackling gas industry challenges.

In the reporting year, another contest for the PJSC Gazprom Science and Technology Prize was held, with 16 works submitted. The works were created

by 28 Gazprom Group companies and seven third-party organizations. The total economic effect from implementing top 10 winning projects can exceed RUB 36 billion.

The top prize went to the paper created by Gazprom Transgaz Moscow in cooperation with the relevant structural units of PJSC Gazprom and SPA Vympel on Single-Line Gas Metering Station Equipped with Ultrasonic Flow Transducers and Checked for Accuracy by Means of an Intra-Facility Verification Unit. The winners developed and implemented a next generation measuring facility based on Russian-made components and possessing significant advantages over gas metering stations with conventional multi-line layout.



## Collaboration with Universities and R&D Institutes

Joint projects with R&D centers (institutes, anchor universities) implemented in 2022 make a significant contribution to improving the efficiency of PJSC Gazprom's processes.

PJSC Gazprom cooperates with partner universities as part of its Innovative Development Program. PJSC Gazprom and its subsidiaries have an extensive network of anchor and regional partner universities. As of the end of 2022, 13 universities had the status of "anchor" and five more were "special partner universities".

The fundamental principles of Gazprom's collaboration with universities are continuity, systemic approach, and innovations. They are included in the approved University Collaboration Concept and the Regulation on Collaboration with Anchor Universities.

An anchor university is entitled to create targeted R&D programs for the benefit of PJSC Gazprom. On the basis of such programs, the university can enter into R&D contracts that cover the topics included in the programs on a non-competitive basis.

PJSC Gazprom engages anchor universities in conducting R&D projects on all core areas of the Company's technological chain such as software development, and digitalization of production and management functions. Many of them contribute to sustainable development.

In order to assist the anchor universities in formulating R&D programs, the Company carries out consistent work on the review of R&D proposals. In the reporting year, more than 50 joint events were held in the format of technical dialogs with representatives of PJSC Gazprom business units and subsidiaries.

In order to develop inter-university cooperation, a conference of PJSC Gazprom's anchor universities was held at Peter the Great St. Petersburg Polytechnic University on May 24, 2022.



Chaired by Oleg Aksyutin, Deputy Chairman of the Management Committee, Head of Department at PJSC Gazprom, and Andrei Rudskoi, Rector of St. Petersburg Polytechnic University, the conference was attended by representatives of Gazprom's 13 anchor universities, with the total number of participants standing at 150.

The event discussed a wide range of issues in the field of exploration, offshore field development, pipe products and materials, low-carbon development based on natural gas, diagnostics of production, transportation and processing facilities.

### Fostering and Supporting the Russian Science and Young Scientists

2022 saw the implementation of all measures required for the purposes of the Concept for the Development of the Corporate System for Scientific Personnel Training at PJSC Gazprom and its Subsidiaries.

PJSC Gazprom held a grant competition for postgraduate and doctoral studies. Based on the competition results, four employees of subsidiaries planning to receive a PhD, and one employee planning to receive a post-doctoral degree were identified and are now about to sign grant contracts.

During the reporting year, Gazprom VNIIGAZ, PJSC Gazprom's principal scientific research center, created and implemented an online lecture course Immersion in Science, which allows young employees to obtain the necessary information about legislative changes, rules for writing scientific articles and theses.



# Procurement System and Procurement Localization

The Gazprom Group conducts procurement and interacts with suppliers on the basis of the principles of fairness, openness and equality. Gazprom's procurement activities mainly seek to cater, in a timely manner, to all the Group's needs for goods, works and services taking into account their

price, quality and reliability. By maintaining a steady demand for high-tech products, the Group contributes to the development of the country's industry by involving more and more Russian companies in the process of designing and making equipment for technologies not previously used in Russia.

**15,400**

contracts worth RUB 919.1 billion were signed in 2022 as a result of bidding and marketing research

**> 99.3%**

share of electronic procurement in the Gazprom Group's bidding and marketing research processes

**RUB 35.6 billion (3.6%)**

efficiency of bidding and marketing research

**RUB 19.4 billion (8%)**

cost reduction compared to initial pricing<sup>1</sup>

#### Material topic



1. Gazprom Group's economic performance



6. Gazprom Group's legal compliance



11. Gazprom Group's procurement system and procurement localization



14. Anti-corruption practices at the Gazprom Group

### Key documents

- Federal Law No. 223-FZ On Procurement of Goods, Works, and Services by Certain Types of Legal Entities dated July 18, 2011
- Regulation on Procurement of Goods, Works, and Services by PJSC Gazprom and Gazprom Group Companies (the "Procurement Regulation")<sup>2</sup>



### Procurement Management

Gazprom's procurement system relies on the following principles:

- safe operation of hazardous production facilities;
- information transparency;
- equality;
- fairness;

- zero discrimination or unreasonable restrictions on competition among bidders;
- targeted and economically efficient spending;
- stimulation of competitive environment;
- balanced ratio of costs and expected economic benefits;

<sup>1</sup> Price decrease before bidding.

<sup>2</sup> Approved by resolution of the Board of Directors of PJSC Gazprom No. 3168 dated October 19, 2018 (as amended); <https://www.gazprom.ru/ff/posts/21/053269/2022-10-06-provisions-on-procurement.pdf>

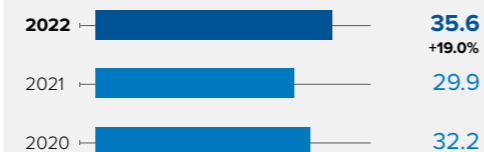
- catering to all Gazprom Group's needs for goods, works and services in full and in due time, and identifying a supplier (contractor) capable of meeting the Customer's needs in a timely and quality manner, and in line with the required indicators of price, quality, and reliability;
- safe operation of hazardous UGSS production facilities;
- unrestricted admission to participation in the procurement by imposing unmeasurable requirements on bidders;
- ensuring a balanced ratio of costs of organizing and conducting competitive procurement procedures, and their expected economic benefits.

For the purposes of the Gazprom Group's unified procurement policy in accordance with the principles set forth in the Procurement Regulation, PJSC Gazprom established the Central Procurement Office of the Gazprom Group.

The Group's Central Procurement Office exercises the following functions:

- planning of the Gazprom Group's procurements;
- defining a customer/organizer interaction procedure and distributing tasks to both parties in preparing, arranging and holding the Gazprom Group's procurement activities;
- staging and conducting pre-qualification procedures, compiling and keeping a Register of the Gazprom Group's potential bidders;
- arranging and conducting the Gazprom Group's procurement activities;

#### Savings of PJSC Gazprom and its subsidiaries as a result of bidding and marketing research, RUB billion<sup>1</sup>



- exercising control over the Gazprom Group's procurement activities;
- establishing the form, content of, as well as the procedure for submitting, information required from the Gazprom Group regarding procurement and signed contracts for goods, works and services;
- providing methodological guidance to the Gazprom Group in respect of procurement activities;
- advising on the procedure for applying the Procurement Regulation and other procurement-related matters;
- coordinating the work of the Gazprom Group's structural units for preparing and conducting procurement activities.

PJSC Gazprom has put in place the Automated Electronic Procurement System (AEPS, <https://zakupki.gazprom.ru/>). It covers the pre-qualification of potential bidders and the entire procurement cycle, from needs planning to signing

and executing contracts. As regards electronic procurement, the Group employs the Electronic Trading Platform of Gazprombank (ETP GPB)<sup>1</sup>.

The documentation used in the procurement process<sup>2</sup> may require that the bidders should offer products included in the Unified Register of Material and Technical Resources Admitted for Use at the Facilities of PJSC Gazprom and Compliant with the Requirements of PJSC Gazprom<sup>3</sup> and that a relevant provision is stated in the draft agreement.

PJSC Gazprom prequalifies its suppliers (contractors, service providers) to be added to the Gazprom Group's Register of Potential Bidders if their goods, works and services meet corporate requirements applicable to processes, quality and safety. Bidders that have submitted applications for participation in the prequalification are evaluated as regards their legal capacity, solvency, business reputation, availability of qualified personnel, materials and equipment, compliance with standards and legal requirements, including those related to occupational health, environmental, industrial and fire safety.

As of January 1, 2023, the Register of the Gazprom Group's potential bidders included 1,014 pre-qualified participants, 716 of which are SMEs.

In 2022, due to foreign policy developments and increased sanctions pressure, the bidding procedure underwent certain changes. In April 2022, the Russian

Government issued a decree<sup>4</sup> that prohibited the placement of information on procurement and suppliers by customers on which foreign states and associations of states imposed sanctions and restrictive measures. Following the adoption of this decree, the Group suspended the placement of information about procurements and suppliers in the Unified Information System (UIS)<sup>5</sup> for procurement. Information about procurements by companies that are subject to sanctions and restrictive measures was posted in the AEPS and ETP GPB and was available to potential bidders registered on the ETP GPB, except for foreign legal entities.

Information about competitive bidding initiated in accordance with Federal Law No. 223-FZ On Procurement of Goods, Works, and Services by Certain Types of Legal Entities dated July 18, 2011, by Gazprom Group companies that are not subject to sanctions or restrictive measures, is published in the UIS, on Gazprom's official website ([www.gazprom.com](http://www.gazprom.com)), in the AEPS and ETP GPB, which is accessible to all stakeholders.



For details on the Group's requirements for bidders, suppliers and contractors, see the relevant sections of this Report:

- for the requirements for compliance with corporate ethics, see **Corporate Ethics**;
- for the requirements for compliance with environmental standards, see **Monitoring Compliance with Environmental Laws by Suppliers and Contractors**;
- for the requirements for compliance with industrial safety standards, see **Process Safety Control in the Supply Chain**.

<sup>1</sup> Savings are defined as the difference between the initial (maximum) prices and prices of the contracts made following the bidding procedure, taking into account the notional costs of organizing and conducting the bidding.

<sup>1</sup> ETP GPB's section of the Gazprom Group's procurements: [https://etpgpb.ru/pao\\_gazprom/](https://etpgpb.ru/pao_gazprom/)

<sup>2</sup> According to the Regulation on Procurement

<sup>3</sup> PJSC Gazprom's Unified Register of Material and Technical Resources: <https://www.gazprom.ru/tenders/requirements-for-goods/>

<sup>4</sup> Decree No. 301 of the Government of the Russian Federation dated March 6, 2022 On the Grounds for Not Publishing Information about Suppliers (Contractors, Service Providers) in the Unified Information System for Public and Municipal Procurement of Goods, Works and Services.

<sup>5</sup> Unified Information System (UIS) for procurement.



### Andrey Oleynikov

Senior software development engineer of the automation, telemetry and metrology unit at Gazprom Dobycha Shelf Yuzhno-Sakhalinsk

Ensures process reliability at the Kirinskoye GCF.



Live photo

For 2022–2024, priorities for procurement, materials and equipment management include:

1. Creating a methodological procurement portal.
2. Creating a Unified Materials and Equipment Handbook.
3. Automating the management process of preparation and pre-approval of procurement documents.
4. Creating an Interactive Map of Suppliers and Procurement
5. Creating a Unified Potential Counterparty Database.
6. Developing and implementing a new version of the procurement item index.
7. Creating the Web Portal of PJSC Gazprom's Automated Electronic Procurement System and the Unified Tool for Prequalification, Certification, Corporate Inspections and Obtaining Required Admissions.

In 2022, PJSC Gazprom made great efforts to implement its topical projects, which enabled the Gazprom Group to improve its procurement efficiency and accelerate procurement procedures, in particular:

- automated the process of preparation and pre-approval of procurement documents;
- piloted Gazprom Group's procurement planning module (as part of AEPS 2.0 development);
- automated procurement cost calculation in a number of areas (as part of AEPS 2.0 development);
- converted into electronic form all announced prequalifications; since December 30, 2022, an application for participation in any of PJSC Gazprom's prequalifications can be submitted electronically through ETP GPB's specialized service at [https://etpgpb.ru/pao\\_gazprom/quality](https://etpgpb.ru/pao_gazprom/quality).

## Supply Chain

### Materials and equipment procurement

- Gas, energy, liquid hydrocarbons
- Chemicals
- Gas pumping units and components
- Nonstandard equipment
- Large-diameter pipes and pipeline valves
- Electrical equipment, instrumentation and automation
- General plant equipment and gas equipment
- Pump and compressor equipment
- Gas production and drilling equipment

### Procurement of works and services

- Gas and liquid hydrocarbons transportation and storage services
- Construction and installation works
- Lease
- Overhaul
- Construction of wells (production drilling and related works)
- Seismic research and exploration
- Transportation and logistics services
- Engineering and survey activities
- Maintenance and routine repairs
- Insurance
- IMS development and servicing

### Gazprom Group Procurements

Indicator	2020	2021	2022	Change 2022/2021, %
Total value of bidding and marketing research, RUB million	548.4	454.3	919.1	+102.3
Total number of contracts signed after bidding and marketing research, thousand	14.6	11.7	15.4	+31.6
Savings of PJSC Gazprom and its subsidiaries as result bidding and marketing research, RUB billion	32.2	29.9	35.6	+19.0
Economic benefit of import substitution, RUB billion	16.6	21.9	24.7	+12.8

### Supply Chain Control

When conducting procurement activities, the Group relies on corporate anti-corruption and anti-fraud principles and makes all efforts to prevent or settle conflicts of interest and prevent respective violations.

A collegial body, i.e. Procurement Committee, is set up to approve the results of bidding and marketing research. The Group strictly monitors the Committee membership. The Regulation on Procurement establishes specific restrictions on participation in the Procurement Committee, including in the event of any conflict of interest or personal interest. Such restrictions are included in pursuance of Federal Law No. 160-FZ On Amendments to Article 3 of the Federal Law On Procurement of Goods, Works and Services by Certain Types of Legal Entities dated June 11, 2022 and the Federal Law On Contracting in Procurement of Goods, Works and Services for State and Municipal Needs.

A member of the Procurement Committee shall promptly report any circumstances indicating the presence of restrictions on participation in the Procurement Committee stipulated by the Procurement Regulation. Upon detection of such circumstances, a member of the Procurement Committee shall recuse themselves and shall not participate in voting on summing up (individual stages of) the procurement during which the circumstances have arisen, and the customer (the organizer) shall replace such member.

Following the bidding, the Committee selects a supplier (contractor, service provider) based on the principles of fair, equal and objective treatment of bidders while also taking into account criteria for evaluating and comparing bids. Minutes of meetings are generated electronically using AEPS.

Administrative liability for any violation of the procedure for the procurement of goods (works or services) provided by Article 7.32.3 of the Russian Code of Administrative Offenses shall be borne by the persons (legal entity and officials) that organize and conduct procurement.

Procurement participants may challenge the results within ten days: no contract based on the results of the bidding and market research can be made before expiry of that period. They may also submit proposals on improving PJSC Gazprom's procurement procedures, as well as comments and complaints regarding the actions or failure to act by customers, organizers or their officers, or any instances of unreasonably restricted competition. A feedback page is available for potential

bidders in the Procurement section of PJSC Gazprom's official website (<http://www.gazprom.ru/tenders/feedback/>). All feedback received during the reporting period was reviewed.

The Gazprom Group's procurement practices comply with Article 13.3 of Federal Law No. 273-FZ On Combating Corruption dated December 25, 2008, which obliges companies to develop and implement anti-corruption measures according to the Anti-Corruption Policy.

In addition, the Group follows the Code of Corporate Ethics of PJSC Gazprom setting out business conduct rules aimed specifically at preventing and minimizing the negative impact of conflicts of interest.

### Compliance with Anti-Trust and Monopoly Laws

The Gazprom Group strictly complies with the procurement-related antimonopoly laws and creates a healthy competitive environment for procurement. This is facilitated by the following principles set forth in the Regulation on Procurement:

- information transparency of procurement;
- unrestricted admission to participation in the procurement by imposing unmeasurable requirements on bidders;
- stimulation of competitive environment for businesses taking part in the bidding.

Compliance with anti-monopoly laws relating to procurement is overseen by the Gazprom Group's Central Procurement Office. In particular, in order to minimize risks of this nature, work is underway to unify Gazprom's procurement process, for example, introduce

uniform rules, standard forms and document templates used by Group companies for procurement.

Gazprom put in place criteria for material violations of procurement procedures. The procurement of the Group companies is evaluated annually to ensure that there are no violations of these criteria. In case of any violations, the persons at fault are held accountable for them.

The Group cooperates with antimonopoly authorities in connection with the review of complaints from participants of procurement.



Child's drawing by: Rodmir Galimov

**Darya Babushkina**

Communications engineer at Gazprom Transgaz Yugorsk

Procures equipment and oversees supplies as part of the import substitution program.



Live photo

**Contribution to National Industrial Development**

The Gazprom Group realizes its importance for Russia's industrial development and engages domestic companies in the development of import-substituting technologies, as well as required equipment and materials. The Group's policy is aimed at the complete replacement of industrial products imported from unfriendly countries with Russian-made alternatives. The current situation requires urgent decisions for rapid import substitution and advanced technological development, which is why a new Department was established within the structure of PJSC Gazprom.

In the reporting year, this Department prepared and proposed 19 key import substitution projects. Plans to develop and introduce import-substituting products at PJSC Gazprom's facilities became the basis for nine draft agreements and roadmaps with Russian industrial companies. These agreements are scheduled to be signed in 2023.

**99.0%**

share of domestic materials and equipment in centralized supplies<sup>1</sup>

**60.3%**

share of SME suppliers

**RUB 468.2 billion**

volume of contracts with SME suppliers in (up 88.4% year-one-year)

In 2022, CHPP-22 in the Moscow Region put into operation a refurbished power unit with a T-295 turbine, a cutting-edge development of Russian turbine designers.

This is the world's most powerful turbine for combined heat and power generation for consumers. All core equipment for the refurbished power unit was made

in Russia. Another important feature of T-295 is that for the first time in Russia, pre-installed equipment was used to connect to an intelligent analytics and remote monitoring system. The system can read data from turbine sensors, identify and warn of potential malfunctions long before they occur. This enables the Company to plan repairs in advance and prevent breakdowns.

<sup>1</sup> In the procurement by Gazprom Komplektatsiya (the Group's dedicated supplier of materials and equipment).

In 2022, the share of Russian-made materials and equipment in the Gazprom Group's centralized procurement increased, reaching 99.0%. This was the result of replacing imported materials and equipment with similar Russian-made equipment, as well as the Group's efforts to improve procedures for centralized supplies

of materials and equipment. The economic effect of import substitution was up 12.8% year-on-year to RUB 24.7 billion.

Total value of bidding and marketing research doubled in 2022. New contracts worth more than RUB 256 billion with manufacturers of large diameter pipes helped achieve it.

### Supporting Small and Medium-Sized Businesses

The Gazprom Group consistently enhances cooperation with small and medium-sized businesses and expands access of SMEs to procurement of PJSC Gazprom and its subsidiaries.

The total value of contracts signed in 2022 by the Gazprom Group with companies in the Unified Register of SMEs<sup>1</sup> exceeded RUB 468 billion (more than 56,000 contracts), including 9,960 contracts for over RUB 354.6 billion based on bidding and market research.

SMEs accounted for more than a half (60%, or 19,600) of the Gazprom Group's suppliers (32,500) of goods, works and services in 2022.

ETP GPB's Trading Portal<sup>2</sup> is used for transactions under RUB 1 million. Over 20,500 suppliers, including more than 18,000 SMEs, placed their price lists there covering 746,000 items including goods, works and services. In 2022, the orders

placed through the Trading Portal amounted to RUB 10.1 billion, including RUB 9.4 billion in orders placed with SMEs (93%).

2022 saw a new version of the Gazprom Market web platform put into commercial operation to provide a single convenient environment for interaction between the customer and the supplier during the performance of price-list contracts. The platform has a customized modern design taking into account the approaches of popular marketplaces, product information contains images, the number of mandatory steps was reduced for preparing and executing an order so that it takes five days instead of 14 to approve an order. Over 1.5 million items are available for ordering on the platform. In 2022, the volume of orders on Gazprom Market exceeded RUB 51 billion.



<sup>1</sup> <https://ofd.nalog.ru>  
<sup>2</sup> <http://etpgpb.ru/kim>

### Gazprom Group Procurement from SMEs

Indicator	2020	2021	2022	Change 2022/2021
Share of SME suppliers in the total number of the Gazprom Group's counterparties, %	59.6	62.1	60.3	-1.8 p.p.
Value of contracts signed with SMEs, RUB billion	300.5	248.5	468.2	+88.4%

All this was the result of, among other things, simplified access of SMEs to Gazprom Group procurement: minimum number of documents is required, SME procurement is electronic, and no financial security is required for bids.

- update the pilot program of partnership with small and medium-sized businesses and propose measures to support them.

In 2022, Gazprom reduced the payment period for such businesses to seven days after the goods (works or services) delivery certificate has been signed by the customer.

In 2023, the Group plans to make the following to improve its procurement system:

- develop proposals to amend the Regulation on Procurement to further improve the Gazprom Group's procurement activities;
- adopt the procedure for interaction with potential suppliers (contractors, service providers) of PJSC Gazprom and the Gazprom Group entities, as well as the Code of Conduct for Suppliers (Contractors, Service Providers) of PJSC Gazprom and the Gazprom Group Entities<sup>1</sup>;



<sup>1</sup> According to the Action Plan for Sustainable Development Policy approved by order of PJSC Gazprom No. 333 dated September 1, 2022.

# Employee Development



RUB **38.8** BILLION  
social expenses

**+7%**  
hours of training  
per employee

**+18%**  
number of graduates  
hired by Gazprom

# HR Management

## Material topic



6. Gazprom Group's legal compliance



7. Gazprom Group's presence in the labor market and employment impact



8. Social benefits and non-financial motivation of the employees at the Gazprom Group



9. Training and education for employees and prospective employees



12. Equal opportunities for all employees of the Gazprom Group

People are the Gazprom Group's core value. Their motivation, satisfaction with working conditions, and social well-being are of paramount importance for the Company's development. Gazprom recruits the best staff and provides its employees with decent salaries and social security, monitors workplace safety, and pays special attention to training and development programs.

**492,200**  
headcount as of  
December 31, 2022

**RUB 953.7**  
billion  
payroll expenses

**RUB 38.8**  
billion  
social expenses

## Key documents

- HR Management Policy of PJSC Gazprom, its Subsidiaries and Entities
- Comprehensive Program for Improvement of HR Management at PJSC Gazprom, its Subsidiaries and Entities in 2021–2025

The HR Management Policy of PJSC Gazprom seeks to establish effective personnel management based on social partnership principles. The Policy's key goal is to maximize return on investment in talent by doing the following:

- maintaining a status of the preferred employer;
- comprehensively motivating each employee to achieve the Company's goals;
- creating and developing an unbiased and efficient framework to assess the personal contribution of each employee.

In order to improve personnel management of PJSC Gazprom, its subsidiaries and entities, the Comprehensive Program for Improvement of HR Management at PJSC Gazprom, its Subsidiaries and Entities (the "Program") is subject to update and approval every five years. This helps build a competitive, highly professional, responsible, and cohesive team aimed at effectively addressing urgent

challenges faced by PJSC Gazprom in the current economic, social and political environment.

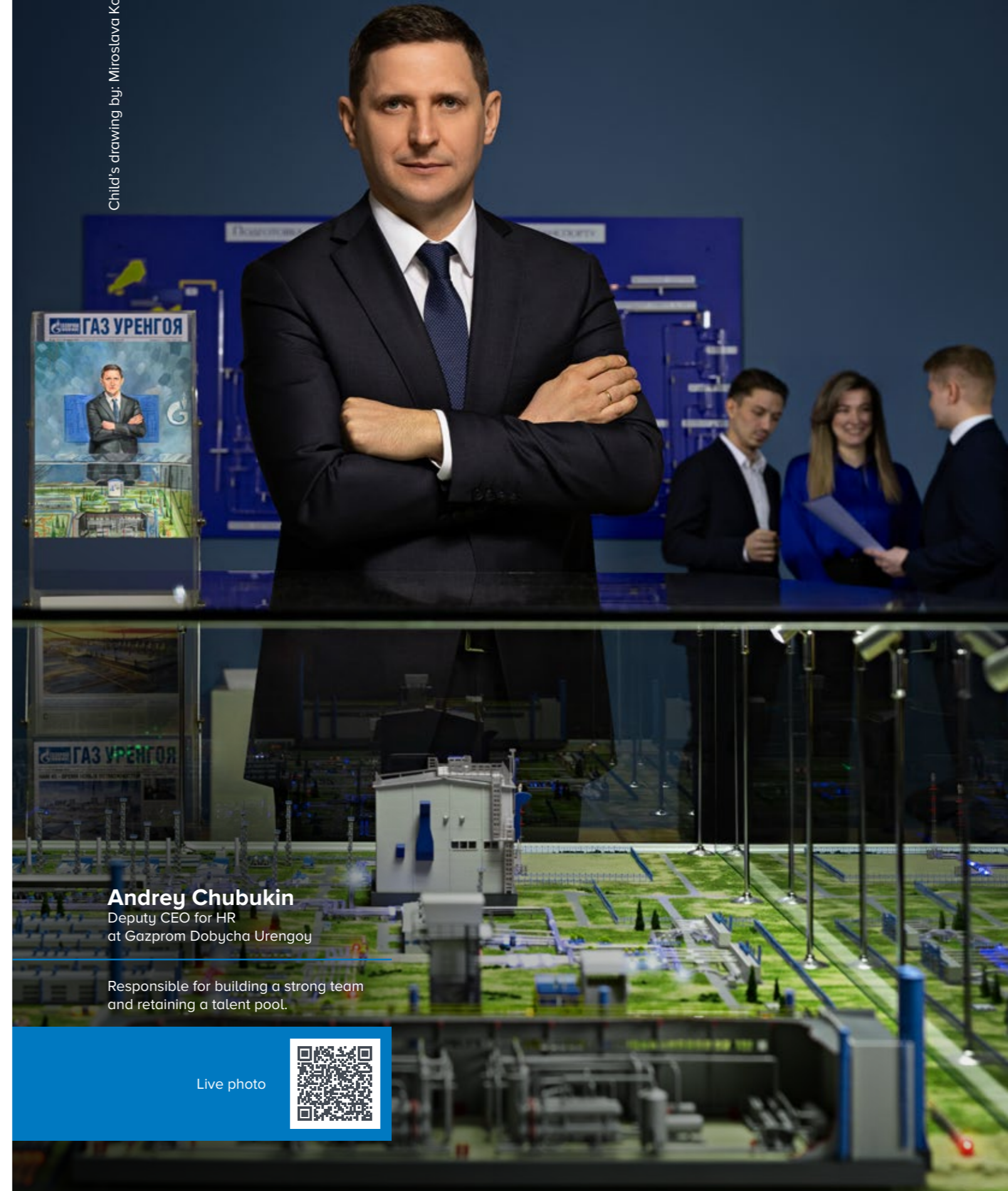
### Focus areas:

- headcount planning;
- recruiting and assessment;
- employee training and development;
- staff motivation;
- social policy;
- expenditure management, reporting, and performance assessment;
- information support and corporate communications.

We set KPIs for each focus area of the Program. Their achievement is reviewed annually when operating results of the Group are assessed.



Child's drawing by: Miroslava Kozuyukova



**Andrey Chubukin**  
Deputy CEO for HR  
at Gazprom Dobycha Urengoy

Responsible for building a strong team and retaining a talent pool.

Live photo





## Equal Rights of Employees

The General Collective Bargaining Agreement of PJSC Gazprom – one of Russia's largest employers – provides for equal rights and opportunities for all employee categories.

The Gazprom Group ensures equal remuneration for men and women in positions requiring the same professional expertise and competencies. The ratio of fixed and variable remuneration is the same for both genders.

### Headcount as of the end of the reporting period

Indicator	2020	2021	2022	Change 2022/2021, %
Headcount as of December 31 of the reporting year, thousand people	477.6	479.2	492.2	+2.7
<b>incl.:</b>				
	Share of the Gazprom Group's employees by category, %			Change 2022/2021, p.p.
<b>Executives</b>	<b>14.2</b>	<b>14.3</b>	<b>14.5</b>	<b>+0.2</b>
<b>incl.:</b>				
• male	76.0	75.9	75.7	-0.2
• female	24.0	24.1	24.3	+0.2
<b>incl.:</b>				
• under 30 y.o.	4.0	3.6	3.6	0.0
• 30 to 50 y.o.	69.7	69.8	69.3	-0.5
• over 50 y.o.	26.3	26.6	27.1	+0.5
<b>Specialists and other white-collar staff</b>	<b>33.4</b>	<b>34.2</b>	<b>34.4</b>	<b>+0.2</b>
<b>incl.:</b>				
• male	58.7	58.8	58.8	0.0
• female	41.3	41.2	41.2	0.0
<b>incl.:</b>				
• under 30 y.o.	12.5	11.9	11.9	0.0
• 30 to 50 y.o.	68.5	68.0	67.4	-0.6
• over 50 y.o.	19.0	20.1	20.7	+0.6
<b>Workers</b>	<b>52.4</b>	<b>51.5</b>	<b>51.1</b>	<b>-0.4</b>
<b>incl.:</b>				
• male	78.8	78.6	78.8	+0.2
• female	21.2	21.4	21.2	-0.2
<b>incl.:</b>				
• under 30 y.o.	15.0	13.9	13.8	-0.1
• 30 to 50 y.o.	57.0	57.1	56.7	-0.4
• over 50 y.o.	28.0	29.0	29.5	+0.5

### Share of employees in the Management Committee, %

Indicator	2020	2021	2022
<b>Gender</b>			
• male	85.7	85.7	85.7
• female	14.3	14.3	14.3
<b>Age</b>			
• under 30 y.o.	–	–	–
• 30 to 40 y.o.	–	–	–
• 40 to 50 y.o.	21.4	14.3	14.3
• over 50 y.o.	78.6	85.7	85.7

An increase in the Group's headcount in the reporting year is due to strategic projects in gas processing and transportation, the implementation of PJSC Gazprom's investment program, the reform of the investment and forecasting business unit, as well as the launch of major liquid hydrocarbon production projects and the development of import substitution at the Gazprom Neft Group.

There are no significant changes in the gender structure of personnel; the share of women among executives has been growing each year.

The increase in the share of employees over 50 years old is due to the natural ageing of personnel and the pension reform in Russia in 2019–2028.

The Gazprom Group entities strictly comply with the requirements of Russian laws on job quotas for persons with disabilities.

## 0

### collective labor disputes in the Gazprom Group in 2022

To this end, the Group formalizes employment relations with such employees for any jobs or enters into agreements for the employment of people with disabilities with third-party organizations or sole proprietors.

Employees with disabilities and employees raising children with disabilities enjoy additional benefits and guarantees.

The Gazprom Group seeks to ensure proper respect for employees' labor rights.

The notice period for significant changes in labor conditions is at least two months. The notice provisions are included in the General Collective Bargaining Agreement.



For more details on headcount and other indicators, see [Appendix 4](#).

## Shift Personnel

The territories where Gazprom operates include remote regions of Siberia, the Russian Far North and offshore areas. In the reporting year, the number of shift workers operating in adverse weather conditions at fields located far away from populated areas amounted to 56,700 people.

Gazprom invests efforts in making the work of shift personnel in harsh conditions as comfortable as possible: Group entities bring shift workers from the meeting point to the place

**56,700** people  
number of shift workers  
in the reporting year

of work and back, improve the infrastructure of shift personnel camps to provide them with comfortable accommodation, high-quality medical care and the necessary social services, and strictly monitor compliance with work and rest schedules.

### Shift personnel structure<sup>1</sup>

Indicator	December 31, 2020	December 31, 2021	December 31, 2022	Change 2022/2021
Roster of employees of the entities which use the shift system, thousand people	231.7	225.2	233.9	+3.9%
Headcount of shift staff, thousand people, incl.:	51.8	53.9	56.7	+5.2%
• people working in the Far North and equivalent areas	47.6	50.2	52.9	+5.4%
Relative share of shift staff in the roster of the Gazprom Group entities which use the shift system, %	22.4	23.9	24.2	+0.3 p.p.

Growth in the average headcount of shift workers in 2022 by 2,800 people (or +5.2%) resulted from the commissioning of new

facilities relying on shift personnel in remote areas, particularly in the Russian Far North.

## Financial Incentives for Employees

The Company implements the PJSC Gazprom Employee Remuneration Management Policy, which establishes unified approaches to remuneration within the Gazprom Group. Salary depends on qualifications, business skills, the complexity of work, working conditions, and the performance of the assigned tasks.

Average monthly salary, RUB thousand



<sup>1</sup> Average headcount of the Gazprom Group entities.

The Policy provides for the fixed part of remuneration (salaries / tariff rates) and the variable part (extra payments, allowances and bonuses). Linked to the remuneration system, the fixed part constitutes up to 70% of the remuneration.

The remuneration systems used by the Gazprom Group entities provide for:

- setting salaries and tariff rates based on qualifications and business skills;
- monthly performance bonuses;
- extra payments, allowances depending on working conditions and the amount of work performed;

- one-off bonuses for launching new production facilities, introduction of new equipment, energy savings;
- year-end performance bonuses.

Remuneration for work performed under non-standard conditions, including overtime, is paid in accordance with labor laws and other documents containing labor regulations.

In order to maintain the level of real remuneration under Article 134 of the Labor Code of the Russian Federation, salaries and wages are indexed annually for employees of PJSC Gazprom and its subsidiaries.

In the reporting year, the average monthly salary at the subsidiaries responsible for the core operations of PJSC Gazprom (gas production, processing, transportation, and underground storage) amounted to RUB 127,300.<sup>1</sup>

In 2022, the average monthly salary went up 18.75% year-on-year.

## Social Benefits

The Gazprom Group has developed and implements an extensive social support program for its employees. This strengthens the Company's image as a responsible employer, helps retain human resources and hire new talent possessing the required qualifications.

### Key social benefits

- **Social payments** paid to all Group staff, as well as to certain staff categories (employees of the Group entities located in the Far North or equivalent areas, young professionals, employees who have multi-child families and children with disabilities, and others).

- **Medical care** provided to employees, former employees (retirees) of the Gazprom Group entities, and members of their families under voluntary medical insurance (VMI) contracts and under direct contracts with healthcare institutions.
- **Personal insurance.** In addition to compulsory health insurance (CHI), the Gazprom Group concludes VMI contracts for employees, former employees (retirees), and members of their families. In addition to compulsory social insurance, the Gazprom Group's employees enjoy accident and life insurance coverage. In line with the approved list of insurance risks, payments are made to employees or their heirs.

<sup>1</sup> The data was sourced from 28 subsidiaries responsible for the core operations (gas production, processing, transportation and underground storage).



- **Housing** is provided under a corporate program which is co-funded by both employees and the employer and uses mortgage loans. This program helps the Company retain its HR potential in the long run.

- **Non-governmental pension insurance** of employees relies on the corporate pension system, which provides for additional payments upon retirement.

**Voluntary personal social insurance provided to full-time, part-time, and temporary employees working under an employment contract<sup>1</sup>**

Personal insurance coverage	Full-time employment	Temporary employment <sup>2</sup>	Part-time employment <sup>3</sup>
Life insurance <sup>4</sup>	☑	☐	☑
VMI	☑	☐	☑
Injury and disability compensation (accident and disease insurance agreements)	☑	☑	☑

📖 In 2022, all social programs of the Gazprom Group continued without any cost cuts.

**Non-Governmental Pension Insurance**



Non-governmental pension insurance for employees at the Gazprom Group entities relies on pension agreements signed with Non-State Pension Fund GAZFOND. This pension arrangement covers employees

**141,600** people received pension under non-governmental pension agreements in 2022

<sup>1</sup> Information provided for PJSC Gazprom, its representative offices, branches and subsidiaries involved in core business activities and infrastructure entities included in PJSC Gazprom's budgeting.  
<sup>2</sup> Temporary employment refers to fixed-term employment contracts. If their term is less than three years, life insurance is not provided. If their term is less than two months, medical services (voluntary medical insurance) are not provided.  
<sup>3</sup> Part-time employment as per Article 93 of the Labor Code of the Russian Federation. The benefits are not provided under civil law agreements for the purchase of services.  
<sup>4</sup> Extends to executives of PJSC Gazprom's Administration and subsidiaries engaged in core operations and provides additional insurance coverage against the risk of the employee's death or injury.

who have worked at PJSC Gazprom's entities for at least 15 years and by the time of retirement are entitled to receive an old-age pension. Employees receive these payments upon retirement.

In 2022, over 141,600 people were granted pensions under relevant agreements, up 1.2% year-on-year.

**Corporate Healthcare System and VMI**

PJSC Gazprom takes care of employee health and provides employees, retirees, and members of their families with high-quality medical services, conducts annual medical screenings, and encourages healthy lifestyles.

Key regulatory documents governing the organization of medical care at the Gazprom Group:

- General Collective Bargaining Agreement of PJSC Gazprom and Its Subsidiaries;
- Regulation on Voluntary Medical Insurance at PJSC Gazprom, its Branches, Subsidiaries, and Infrastructure Organizations of PJSC Gazprom;
- Regulation on the Procedure for Medical Screening of Employees of PJSC Gazprom's Administration, Directors of Branches, Representative Offices, and Subsidiaries of PJSC Gazprom.

📖 In 2022, PJSC Gazprom's Management Committee adopted the Comprehensive Action Plan for Medical Care Development at the Gazprom Group for 2022–2025. New local regulations on medical care are updated and developed, and we plan to provide additional medical equipment to first-aid posts at production facilities.

**592,000** people were insured in 2022 under voluntary medical insurance programs at PJSC Gazprom, its subsidiaries and entities<sup>1</sup>

**34** Gazprom Group properties provided health resort treatment services in 2022

**RUB 16.9** billion spent on personal insurance programs in 2022<sup>2</sup>



<sup>1</sup> Including retirees and family members.  
<sup>2</sup> Expenditures of PJSC Gazprom, its 15 branches and 79 budgeted subsidiaries, entities and representative offices on voluntary medical insurance, accident and disease insurance, and life insurance.



**Aynagul Utegalieva**

Nurse of the highest class at Gazprom Transgaz Saratov

Has been providing medical care, including in emergency, for 22 years.



Live photo

**Gazprom Group's Corporate Healthcare System**

- Medical services at workplace (first-aid posts, medical rooms, office physicians)
- Medical services at corporate health-care institutions (health units, outpatient clinics)
- Medical services funded by VMI at third-party healthcare institutions
- Mandatory health check-ups and medical examinations
- Medical rehabilitation, health resort treatment, and general health promotion at corporate sanatoriums, preventive clinics, health and recreation centers, and holiday facilities

The Occupational Healthcare and Sanitary and Epidemiological Control Directorate of PJSC Gazprom provides guidance to, coordinates activities of and exercises control over medical care facilities. It analyzes feedback on the quality of medical services from the corporate healthcare system participants. Complaints and reports are reviewed by dedicated committees set up at medical institutions.

Insured employees, retirees, and members of their families receive outpatient and inpatient care, as well as health resort and rehabilitation treatment under medical indications.

Insurance companies partnering with the Gazprom Group under VMI contracts arrange and pay for medical services and preventive measures at corporate medical

organizations, or, if it is not possible, at third-party healthcare institutions, with their list defined by the VMI Program. The scope of services is set out in the VMI Programs.

**Number of the Gazprom Group's employees, retirees, and members of their families insured under VMI programs**

Indicator	2020	2021	2022	Change 2022/2021, %
Number of the Gazprom Group's employees insured under VMI programs as of the end of the reporting period	301,621	306,010	313,049	+2.3
Number of family members of the Gazprom Group's employees insured under VMI programs as of the end of the reporting period	150,492	158,150	171,599	+8.5
Number of the Gazprom Group's retirees (former employees) and their family members insured under VMI programs as of the end of the reporting period	103,250	105,261	107,395	+2.0

In 2022, the number of the Gazprom Group's employees insured under VMI programs grew by 2.3% vs. 2021, and the number of their family members by 8.5%.

Guided by the fundamental principles of Russia's Healthcare and Demography national projects, Gazprom pays close attention to disease prevention measures. The measures included:

- regular medical examinations (check-ups) for certain categories of employees engaged in heavy work and work in harmful and/or hazardous conditions;
- annual medical screening of employees to identify symptom-free disease forms, determine risk factors, and develop individual health improvement plans, including rehabilitation treatment options;
- monitoring of patients with chronic diseases;
- immunity-strengthening activities, such as vaccination against flu and other viral diseases.

In 2022, the volume of payments for targeted preventive initiatives grew by 52% year-on-year.

In the reporting year, 132,298 of the Gazprom Group's employees had medical screenings; 60,228 employees received health resort and rehabilitation treatment.

In the reporting year, VMI contracts were reviewed and improved for the benefit of the Gazprom Group. The Company

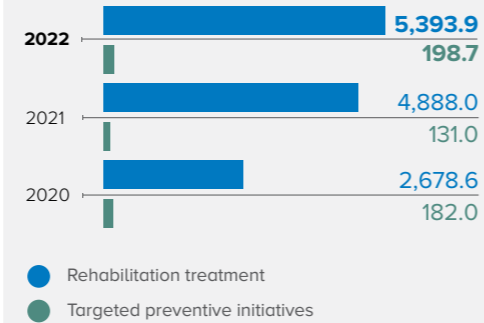
### Promotion of Healthy Lifestyles

In 2022, we continued our efforts to promote healthy lifestyles among the Group's employees. The Company pays employees for their membership in sports clubs and reimburses

took a number of steps to enhance the quality of medical care under VMI Programs as part of the Comprehensive Action Plan for Medical Care Development at the Gazprom Group for 2022–2025.

To deliver against the Strategy for the Development of Healthcare in the Russian Federation until 2025, VMI funds are raised, inter alia, for the prevention of infectious and non-infectious (socially significant) diseases, vaccinations, and medical screenings.

**Payments made by the Gazprom Group's entities for rehabilitation treatment and targeted preventive initiatives under VMI contracts, RUB million**



sports-related expenses. Apart from that, the Gazprom Spartakiada Games were held in 2022, and a number of corporate sports competitions were organized.

Since 1996, to promote a healthy lifestyle among employees and keep sports traditions alive, Gazprom Spartakiada Games have been held.

The 2022 Spartakiada Games brought together 31 adult teams representing the Gazprom Group entities from Russia and Belarus, as well as 14 student teams

from the Company's partner universities. Adult athletes competed in track-and-field athletics, swimming, soccer, kettlebell lifting, volleyball, and chess. Students competed in bodybuilding, track-and-field relay race, and darts. A total of 109 medals were awarded.

## Non-Financial Incentives

The Gazprom Group has a system of state, ministerial, and corporate awards for its employees in place.

In 2022, 4,611 employees and 16 teams received awards for their personal contribution to the energy sector development, outstanding achievements, and many years of diligent work, including:

- state awards of the Russian Federation – 32 people;
- presidential awards – 16 people and 1 team;
- awards from the Russian Ministry of Energy – 1,373 people; other ministries and agencies – 72 people;
- corporate awards of PJSC Gazprom – 3,118 people and 15 teams.

The Gazprom Group also holds professional competitions as an additional personnel development and motivation tool and the means of promoting professional achievements and best practices.

Since 2018, competitions have been held as part of PJSC Gazprom's Labor (Workmanship) Festival in several

core professional disciplines relevant for the Group's subsidiaries once every two years. In 2022, PJSC Gazprom's Labor (Workmanship) Festival was held in eight professional disciplines with the total number of participants exceeding 180 employees from 36 subsidiaries.

PJSC Gazprom's computer-aided design and information technology competition was held at Gazprom Corporate Institute concurrently with the Festival. It was attended by IT professionals interested in the development and implementation of promising projects in information technology and computer-aided design, professional development, and promotion of creative initiatives.

In August 2022, Gazprom Transgaz Tomsk hosted the offline (final) stage of the Best Young Employee contest, which was attended by representatives from PJSC Gazprom's 45 subsidiaries and entities.



## Personnel Training

The success of the Gazprom Group relies on the professionalism of its employees, who continuously improve their professional expertise, skills and competencies, broaden practical experience and apply it in their work.

Systematic training of employees throughout their professional career is a critical element of successful talent development. As part of PJSC Gazprom's Continuous Vocational Education and Training System, training relies on pre-designed educational

**299,700**  
managers, specialists, and other white-collar staff of the Gazprom Group received further professional training

programs using a variety of training materials and learning aids. The programs focus on hands-on personnel training, practicing skills, competencies, and procedures for emergency situations and incidents using mock-ups of production equipment. The subsidiaries and entities adopt their own training plans for work-study centers and educational institutions in the regions of operation.

The Gazprom Group takes an active part in building a national system of qualifications based on professional standards. In 2022, eight professional standards developed by PJSC Gazprom were approved by the Ministry of Labor and Social Protection of the Russian Federation. In the reporting year, the Company drafted six standards and plans to prepare another four drafts by the end of 2023.

**259,500**

blue-collar staff of the Gazprom Group received professional training

**180,500**

employees of the Gazprom Group underwent online training<sup>1</sup>

### Implementation of training programs at the Gazprom Group

Indicator	2020	2021	2022	Change 2022/2021, %
<b>Average duration of all types of training per employee of the Gazprom Group, hours:</b>				
• managers, specialists, and other white-collar staff	45	51	58	+14
• blue-collar staff	63	71	71	0
<b>Total duration of employee training of the Gazprom Group by gender, thousand hours:</b>				
• male	18,902	23,669	25,428	+7
• female	4,876	4,969	5,181	+4

<sup>1</sup> Including less than 16 hours of training.

Indicator	2020	2021	2022	Change 2022/2021, %
<b>Number of employees covered by the Gazprom Group's skills upgrading and professional retraining programs, thousand people:<sup>1</sup></b>	<b>371.0</b>	<b>466.4</b>	<b>559.2</b>	<b>+20</b>
• managers, specialists, and other white-collar staff who participated in further professional training programs	199.4	250.1	299.7	+20
• blue-collar staff who participated in professional training <sup>2</sup>	171.6	216.3	259.5	+20
<b>Number of the Gazprom Group's employees who completed training in process safety<sup>3</sup></b>	<b>97,556</b>	<b>141,955</b>	<b>177,219</b>	<b>+25</b>
<b>Number of the Gazprom Group's employees who completed training in corporate ethics</b>	<b>111,819</b>	<b>229,891</b>	<b>30,865</b>	<b>-86</b>

The growth in personnel training indicators in 2022 resulted from compulsory training required for admission to work at hazardous production facilities, and from an increase in the headcount. Another factor contributing

to the growth of indicators in the reporting year was the adoption of regulatory documents governing training or establishing additional requirements for the organization of compulsory training.

## Attracting Young Talent

### Gazprom Classes

The Gazprom Group implements the Gazprom Classes project at 26 schools located in five Russian federal districts.

The goal of the project is to provide early career guidance to school students in the regions of operation of the Group.

The most talented students motivated for a successful professional career undergo selection for targeted education in areas that meet the needs of the Group entities.

We arrange various team building and career guidance training sessions along with sports and cultural events for the students of Gazprom Classes. The project's information platform: <https://gazprom-classes.etu.ru/>.

In 2022, together with Peter the Great St. Petersburg Polytechnic University, we held the Stepping Stones competition for research projects of Gazprom Classes students. The topic of the competition was: Digital Transformation – The Future Today.



<sup>1</sup> The number of employees who completed training is stated in man-courses (if one person received training twice, they are counted twice, etc.).

<sup>2</sup> The number of employees does not include those who received corporate ethics training. In the Gazprom Group's Sustainability Reports 2020 and 2021, the number of employees trained includes training in the corporate ethics standards: in 2020 – 206,700 people (total number of employees trained – 406,100 people); in 2021 – 353,700 people (total number of employees trained – 603,800 people).

<sup>3</sup> Data on managers, specialists, and other white-collar staff who completed pre-certification training in industrial safety, occupational health, etc. The number of employees who completed training is stated in man-courses (if one person received training twice, they are counted twice, etc.).

In the reporting period, Gazprom Transgaz Kazan and Kazan National Research Technological University also supported the fifth Forum of Gazprom Classes students, which was attended by 150 students of dedicated classes and students of Gazprom College Volgograd and Gazprom Vocational School Novy Urengoy, as well as representatives of PJSC Gazprom's partner universities.

### Collaboration with Higher Education Institutions

By entering into cooperation agreements with 18 partner universities, the Gazprom Group has created conditions for collaborating with educational institutions in ensuring high quality of professional training for young talents who will be hired by the Company.

Support for partner universities includes assistance in coordinating training programs, providing career guidance and organizing student internships. Gazprom managers and senior specialists teach at these educational institutions. The Gazprom Group pays special attention to setting up, equipping and refurbishing laboratories, classrooms, and lecture rooms, research complexes, training grounds, scientific and technical libraries at its partner universities.

The specialized departments established at universities based on Gazprom Group entities enable students to apply theoretical knowledge they gained in practice and contribute to the development of additional competencies. As of the end of 2022, there were 27 specialized departments.

Overall, PJSC Gazprom cooperates with more than 150 universities in providing pro-active training and skills upgrading programs.

In 2023, the Company also plans to hold the Stepping Stones competition for research projects of Gazprom Classes students and the Forum of Gazprom Classes students supported by Peter the Great St. Petersburg Polytechnic University and involving Gazprom Transgaz Saint Petersburg.

In 2022, PJSC Gazprom held another Student Olympiad jointly with partner universities in key subjects related to the Company's business. Its main goal is to identify students who view the oil and gas industry as a priority for their future professional career.

**18** partner universities

**27** specialized departments

**10,533** students

took internship at the Gazprom Group entities

**2,020** students sponsored by the Gazprom Group



Child's drawing by:  
Darina Battarova

#### Andrey Chestyunin

On-the-job training instructor at Gazprom Transgaz Tchaikovsky

Provides professional training, develops and implements training materials and technical aids for better learning experience.

Live photo



Annual job fairs at PJSC Gazprom's partner universities and Gazprom Days enable participating students to learn the specifics of working for the Group, explore internship opportunities and job prospects at Group companies. In 2022, the number of students who completed internships at PJSC Gazprom subsidiaries and entities totaled 10,533, while the number of graduates of secondary vocational and higher education institutions who were hired by the Gazprom Group in the reporting year increased by 18% to 3,495.

PJSC Gazprom holds annual competitions among the sponsored students for personal scholarships rewarding the students of secondary vocational and higher education institutions.

**Number of students who studied under employer-sponsored training agreements with the Gazprom Group entities**



**Number of graduates hired by the Gazprom Group entities**

Indicator	2020	2021	2022
Total number of hired graduates, including:	2,153	2,966	3,495
• graduates of higher education institutions	1,610	2,030	2,163
• graduates of secondary vocational institutions	543	936	1,332

### Onboarding of Young Specialists

The Regulation on Students and Young Talent Management at PJSC Gazprom's Subsidiaries and Entities defines the fundamental principles for the onboarding of young professionals at Group companies. Dedicated onboarding programs, including those involving mentors from among veteran mentors and industry experts, enable PJSC Gazprom and its subsidiaries to:

- reduce the onboarding period for young talent;
- introduce them to corporate traditions;
- improve the qualifications of young professionals in line with their professional focus area;

- select the most promising candidates for planning their further professional development.

In 2022, 170 people took part in workshops under the School of Young Specialists onboarding program.

The Group's subsidiaries have created the Councils of Young Scholars and Specialists to engage the youth in R&D work and facilitate their effective onboarding. The Councils initiate research workshops, research-to-practice conferences, and sports and cultural events. Reports of conference

winners are included in the annual collection of research works named Innovation Potential of Young Scientists and Specialists of PJSC Gazprom. In 2022, 30 conferences of young professionals were held, including one online conference.

In 2022, Gazprom VNIIGAZ, PJSC Gazprom's main scientific organization, created and implemented an online lecture course Immersion in Science, which allows young employees to obtain the necessary information about research-related legislative changes, rules for writing scientific articles and dissertations.

In the reporting year, PJSC Gazprom held a grant competition for postgraduate and doctoral studies. As a result of the competition, five employees at subsidiaries who are planning to have a PhD or post-doctoral degrees have been identified. Contracts for grants are being concluded.

## Internal Communications

To inform employees and other stakeholders about various aspects of PJSC Gazprom's operations, the Group publishes 60 corporate newspapers and four magazines, broadcasts three in-house TV channels and three radio stations, and airs a TV program.

**368** official social media accounts of the Gazprom Group entities were active as of the end of 2022

Since 2022, the Gazprom Group has been rolling out the Gazprom ID platform (GID).

GID offers a shared communication space that unites employees and businesses of the Gazprom Group entities. GID features a mobile app and a web version that integrates the assets of Gazprom Media Holding and products of PJSC Gazprom's business systems in core production, finance, insurance, and multimedia, via GID SSO smart authorization service – a single sign-on key. This solution helped 26.6 million users to sign in to partner services.

In the near future, GID will become a platform for moving processes such as employee onboarding, feedback, safety culture, and many others, to the media environment. This effort will be based on the best practices of the pilot subsidiaries, Gazprom Transgaz Tomsk and Gazprom Transgaz Volgograd. GID's potential exceeds 1 million users.





In 2022, the Company organized zonal tours (southern zone – Orenburg, northern zone – Ufa) of the corporate Fakel Festival of performing art teams and individual performers from PJSC Gazprom's subsidiaries and entities.

The main objectives of the festival are:

- preserving the traditions of Russia's multi-national culture, promoting folk art;
- instilling the corporate culture;
- enhancing employee creativity;
- organizing leisure activities, fostering moral and aesthetic development of employees;

- sharing experience among the teams and establishing cultural and business ties between the participating regions.

The total number of participants in the Orenburg stage exceeded a thousand people from 21 subsidiaries, in Ufa – 930 people from 17 subsidiaries.

Gazprom's strong environmental awareness and focus on environmental education of the younger generation was confirmed by the first Environmental Camp for children of employees at PJSC Gazprom's subsidiaries and entities in the Sverdlovsk Region in 2022.

The Environmental Camp was attended by teams from 25 subsidiaries formed in qualifying rounds. Participants were 15–17 years old. A total of 150 participants, including accompanying young professionals of the Group companies, took part in the event.

Throughout the event's period, the teams worked on the topics received during the draw on the first day. The final stage was the defense of projects covering topical environmental issues. The winning project – The Importance of Protected

Areas – designed by the children team of Gazprom Transgaz Yugorsk was dedicated to the nature reserves of Yugra and the role of environmental trails in the conservation of flora and fauna in nature reserves. Other finalist projects explored the topics of food waste and plastic recycling, promotion of environmental culture, responsible consumption, and zero-waste production. Special prizes, including individual prizes, were also awarded.



# Social Partnership

**Employer-employee relations in the Gazprom Group are based on social partnership, mutual interests recognition, equal treatment, and compliance with labor laws and other regulations ensuring an optimal balance of interests of all parties for efficient delivery on Gazprom's objectives and performance of its commitments.**

## Key documents

- Labor Code of the Russian Federation
- Labor and employment legislation in the countries where PJSC Gazprom operates
- Industry Agreement for 2020–2022 covering companies involved in oil and gas production and the construction of dedicated facilities
- General Collective Bargaining Agreement of PJSC Gazprom and its Subsidiaries for 2022–2024
- Collective agreements and other local regulations of the Gazprom Group subsidiaries

## Collective bargaining agreement

The General Collective Bargaining Agreement of PJSC Gazprom and its Subsidiaries is signed for a three-year period and is the key element of the system regulating social and labor relations between the employers and employees. The Agreement outlines uniform social obligations for the Group subsidiaries engaged in the production, transportation, processing, storage and sale of gas.



## Gazprom Workers' Union

The Gazprom Group recognizes the freedom of association and the right to collective bargaining provided for by the Constitution of the Russian Federation, the Labor Code of the Russian Federation, and Federal Law No. 10-FZ dated January 12, 1996 On Trade Unions, their Rights and Guarantees of their Activities.

**Over 392,000 people** are members of Gazprom Workers' Union as of the end of 2022

The interests of the Group's employees are represented by the Gazprom Workers' Union Interregional Organization

and its member organizations. The Gazprom Workers' Union is one of Russia's largest industrial trade unions.

## Gazprom Workers' Union Activities in 2022

In the reporting period, the Gazprom Workers' Union kept cooperating with the employer on current labor issues. The Company adopted nearly 12,000 local regulations taking into account the opinion of the union and elective bodies of organizations within its structure.

matters, as well as matters concerning safe working environment and employee health and safety. To that end, structural units of the Gazprom Workers' Union employ 15 legal and 30 technical labor inspectors, 172 officers in charge of rights protection and over 8,000 occupational safety officers.

Throughout the reporting year, the Union exercised trade union control over compliance with labor laws and other social and labor

In 2022, the Union continued to set up and consolidate trade union organizations at the Gazprom Group entities. As a result, eleven new trade union organizations joined the Gazprom Workers' Union.

The increase in the total member headcount at trade unions was partially due to the creation of new and integration of existing trade unions within the Gazprom Workers' Union.

As a result, 79.7% of employees of the Gazprom Group entities are members of the Gazprom Workers' Union organizations.

**Number of the Gazprom Workers' Union organizations**



**Total membership in the Gazprom Workers' Union organizations**



**Results of inspections conducted by the Gazprom Workers' Union organizations**

Indicator	2020	2021	2022
Inspections conducted by trade union organizations	539	491	529
• incl. comprehensive checks of all issues relating to labor regulations	277	261	283
Claims reviewed	3,877	4,019	5,465
• incl. substantiated	1,167	1,324	1,402
• partially substantiated	78	92	98
Employees and non-working retirees met in-person	10,448	11,108	12,374
Inspections of the state of occupational safety	305	429	349
Written claims from employees concerning the violation of their occupational safety rights	11	25	5
Violations identified	464	1,860	2,159
Notices issued to eliminate violations of the labor legislation	135	220	182

The employee claims mostly concerned the clarification of certain provisions of labor laws, the collective bargaining agreement and local regulations regarding social and economic interests, labor relations, housing, pensions, as well as the provision of social benefits, guarantees and compensations, medical care and health support, and measures to prevent coronavirus disease.

In 2022, the Gazprom Workers' Union coordinated the participation of the Gazprom Group corporate teams in competitions held

as part of the nation-wide Homo Ambulans program to promote physical activity launched by the National Health League with the support from the Ministry of Sport of the Russian Federation under the Sports is a Way of Life national project. Over 90 corporate teams uniting more than 2,200 people took part in the competitions.



For more details on social partnership development projects implemented by the Gazprom Workers' Union in 2022, see [Appendix 4](#).

Child's drawing by: Polina Timaeva



**Vladimir Bazhanov**

Deputy head of the catering unit at PJSC Gazprom Branch Bogorodskoye Official Reception House

Responsible for outstanding catering services and integrated management of operations.

Live photo



# Process Safety



**+97.3%**  
employees involved  
in the Integrated System  
of Process Safety Management

**+25%**  
employees trained  
in process safety

**-36%**  
reduction in the number  
of injuries since 2013

# Ensuring Process Safety

## Material topic



3. Health and process safety at the Gazprom Group



6. Gazprom Group's legal compliance

**The Gazprom Group fosters comfortable and safe working environment at its production facilities and in the offices. To that end, the Group has developed and is implementing industrial, fire and road safety programs.**

In ensuring process safety, we are guided by the Process Safety Management System Development Strategy for 2021–2030<sup>1</sup>.

Strategic goals:

- improving the Integrated System of Process Safety Management (ISPSM) to maintain a safe production environment and minimize damage to the life and health of employees, equipment and the environment;

- ensuring the sustainable development of PJSC Gazprom within the established process safety parameters.

## Key documents

- Labor Code of the Russian Federation
- Occupational, Industrial, Fire and Road Safety Policy of PJSC Gazprom<sup>2</sup>
- Key safety requirements of PJSC Gazprom<sup>3</sup>
- PJSC Gazprom's Process Safety Management System Development Strategy for 2021–2030
- STO Gazprom 18000.1-001-2021 Integrated System of Process Safety Management. Key Provisions<sup>4</sup>
- STO Gazprom 18000.2-014-2021 Motor Vehicle Safety. General Requirements for Road Safety at Subsidiaries and Entities of PJSC Gazprom<sup>5</sup>
- STO Gazprom 18000.1-002-2020 Integrated System of Process Safety Management. Hazard Identification and Risk Management for Process Safety Purposes<sup>6</sup>
- STO Gazprom 18000.1-003-2020 Integrated System of Process Safety Management. Setting Goals, Developing Action Plans and Monitoring Their Implementation<sup>7</sup>



## Process Safety Goals

PJSC Gazprom's goals in occupational, industrial, fire and road safety are to<sup>1</sup>:

- create a safe working environment and protect the lives and health of the employees;
- reduce the risks of accidents and incidents at hazardous facilities;
- reduce the risks of road accidents related to production activities;
- ensure fire safety.

KPI targets in process safety are included in the list of indicators to assess the Gazprom Group's sustainability progress.

STO Gazprom 18000.1-003-2020 Integrated System of Process Safety Management. Setting Goals, Developing Action Plans and Monitoring Their Implementation regulates process safety progress monitoring and the procedure for drafting action plans to achieve those goals<sup>2</sup>.

## Process Safety Management System

The ISPSM is integrated into the Company's business process management and regulated by STO Gazprom 18000.1-001-2021 Integrated System of Process Safety Management. Key Provisions<sup>3</sup>.

The ISPSM establishes a uniform procedure to manage process safety in accordance with applicable laws, latest scientific and technological solutions, and corporate requirements, while also taking into account geographic, production and other conditions characteristic of each PJSC Gazprom subsidiary, entity or branch.

Key ISPSM elements:

- occupational health and safety management system;
- industrial safety management system;
- road safety management system;
- fire safety management system.



<sup>1</sup> Approved by order of PJSC Gazprom No. 368 dated September 9, 2020.

<sup>2</sup> Approved by order of PJSC Gazprom No. 416 dated September 17, 2019.

<sup>3</sup> Approved by resolution of PJSC Gazprom No. 274 dated August 30, 2016.

<sup>4</sup> Approved on January 12, 2021, No. 2.

<sup>5</sup> Approved on April 14, 2020, No. 162.

<sup>6</sup> Approved on January 30, 2020, No. 37.

<sup>7</sup> Approved on January 24, 2020, No. 26.

<sup>1</sup> In accordance with PJSC Gazprom's Occupational, Industrial, Fire and Road Safety Policy.

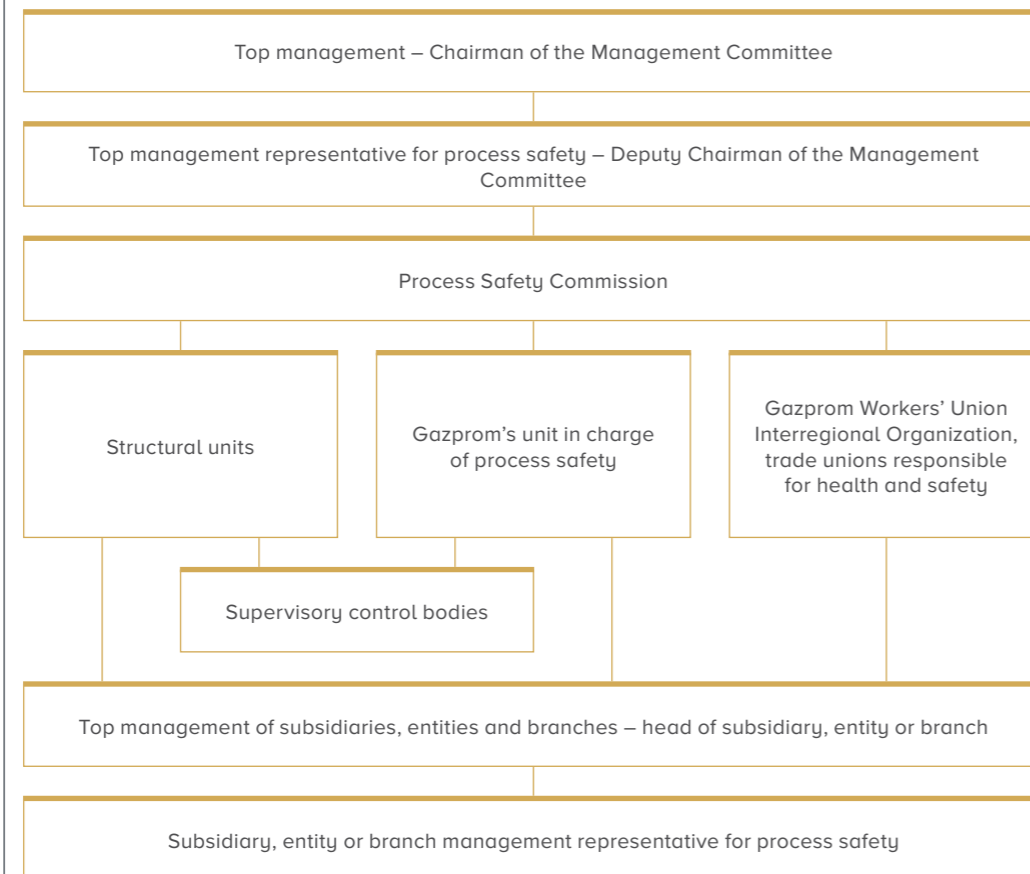
<sup>2</sup> Approved on January 24, 2020, No. 26.

<sup>3</sup> Approved by order of PJSC Gazprom No. 2 dated January 12, 2021.

**ISPSM goals:**

- achieving the targets and fulfilling the commitments under the Occupational, Industrial, Fire and Road Safety Policy of PJSC Gazprom<sup>1</sup>;
- preventing accidents and minimizing (eliminating) process safety risks.

**ISPSM structure<sup>2</sup>**



To assess compliance with ISPSM operation and safety requirements, the Gazprom Group established a multi-tier corporate control framework.

<sup>1</sup> Approved by order of PJSC Gazprom No. 416 dated September 17, 2019.  
<sup>2</sup> PJSC Gazprom's subsidiaries, entities and branches.



**Nikolay Kudryavtsev**

Deputy Chief Engineer for Occupational Health and Industrial Safety of Sosnogorsk GPP at Gazprom Pererabotka

Effectively manages occupational health and industrial safety issues, with zero incidents since 2013.

Live photo



**Corporate control over compliance with process safety rules**

ISPSM audit (PJSC Gazprom's Administration)	→ Assesses the ISPSM performance
Gazprom Gazobezопасnost and Gazprom Gaznadzor	→ Monitor compliance with process safety requirements at Gazprom facilities
Gazprom Gazobezопасnost	→ Monitors compliance with gas safety and well blowout prevention requirements
Gazprom Gaznadzor's construction inspection and construction control by the customer and contractor	→ Control construction and reconstruction safety

**Employees covered by the ISPSM**

**97%**

**increase in the number of employees covered by the ISPSM**

The ISPSM covers PJSC Gazprom, its core subsidiaries specializing in natural gas, gas condensate and oil production, treatment, transportation, processing, distribution, and storage, as well as subsidiaries, entities and branches responsible for the functioning of the Unified Gas Supply System of Russia.

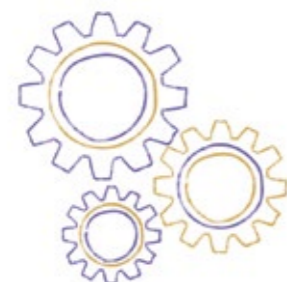
In the reporting year, the ISPSM coverage was expanded to include the Administration and 15 branches of PJSC Gazprom, 79 subsidiaries and entities of PJSC Gazprom, and four Gazprom Group entities: Gazprom Neft, Gazprom Energoholding, the Gazprom Mezhrefiongaz Group and the Gazprom GNP Holding Group.

As of December 31, 2022, the total number of employees covered by the ISPSM exceeded 621,500 people.

The ISPSM coverage does not include Gazprom's representative offices outside Russia.

**ISPSM coverage, thousand employees**

Indicator	2020	2021	2022	Change 2022/2021, %
Number of employees whose work and/or workplace are under ISPSM control	318	315	621.5	+97.3



In line with STO Gazprom 18000.1-004-2020 Integrated System of Process Safety Management. Organizing and Conducting Audits, PJSC Gazprom's structural units and subsidiaries engaged in the production, transportation, storage and processing of natural gas, gas condensate and oil undergo audits at least once every three years. The rest of PJSC Gazprom's subsidiaries and branches are subject to audits at least once every five years.

During each five years, all employees (including contractors) whose work and workplace are covered by the ISPSM undergo auditing.

The ISPSM complies with the national standard GOST R ISO 45001-2020 Occupational Health and Safety Management Systems. Requirements with Guidance for Use<sup>1</sup>.

In 2022, the compliance was confirmed during a surveillance audit by a certification authority.

In order to enhance the ISPSM, PJSC Gazprom developed and approved in the reporting period its Target Process Safety Enforcement

**PJSC Gazprom and its 59 subsidiaries with a total headcount of over 566,000 employees were certified for compliance with GOST R ISO 45001-2020.**

Program for 2022–2025<sup>2</sup> and a Fire Safety Organizational and Technological Activities Plan for PJSC Gazprom Facilities in 2023<sup>3</sup>.

In the reporting period, the Company developed a number of regulations on safety during gas hazardous operations, video recording of high-hazard operations, measures to prevent road traffic accidents and ensure road safety at PJSC Gazprom's facilities. The Company also adopted new process safety standards.

The Gazprom Group provides for seamless operation and integrity of the ISPSM, continuously strives to improve it in line with external and internal changes in the circumstances and environment where the Company operates.

**Training in Process Safety**

The Gazprom Group has set requirements for employees' process safety skills in each type of activity. Training and Professional Development Programs have been developed for each category of the Gazprom Group employees at both internal professional training centers and specialized educational organizations.

**In the reporting year, the total number of the Gazprom Group employees who completed training in process safety reached 177,219<sup>4</sup>.**

<sup>1</sup> Compliance certificate No. 22.1753.026 dated December 21, 2022.

<sup>2</sup> Approved on February 7, 2022, No. 50.

<sup>3</sup> Approved on November 29, 2022, No. 03-241.

<sup>4</sup> Data on managers, specialists, and other white-collar staff who completed pre-certification training in industrial safety, occupational health, etc. The number of employees who completed training is stated in man-courses (where one person received training twice, they are counted twice, etc.).

For more details on process safety regulations adopted in 2022, see **Appendix 5**.

# Occupational Health

## Work-Related Injuries

The Gazprom Group identifies and assesses process safety hazards and risks and investigates related incidents in line with STO Gazprom 18000.1-002-2020 Integrated System of Process Safety Management. Hazard Identification and Risk Management for Process Safety Purposes. In the reporting year, the standard was updated<sup>1</sup>.

In 2022, PJSC Gazprom, its subsidiaries, entities and branches had 27 occupational accidents, which resulted in 39 injuries, including six fatalities.

The main causes of work-related injuries in the reporting year included exposure to extreme temperatures, road traffic

# 36%

reduction in the number of injuries since 2013

accidents, falls and electric shock. We investigated the injury causes as required by the legislation of the Russian Federation and worked out measures to prevent future process safety incidents.

In 2022, work-related injuries were reported by 20 subsidiaries, entities and branches of PJSC Gazprom (28 in 2021).

### Number of injuries and fatalities as a result of incidents, persons

Indicator	2020	2021	2022
<b>Companies covered by the ISPSM</b>			
injured	39	42	39
• incl. fatalities	5	5	6
<b>Gazprom Neft Group</b>			
injured	76	70	45 <sup>2</sup>
• incl. fatalities	0	4	0
<b>Gazprom Energoholding</b>			
injured	5	3	7
• incl. fatalities	0	0	1
<b>Gazprom Neftekhim Salavat<sup>3</sup></b>			
injured	0	2	1
• incl. fatalities	0	2	0

<sup>1</sup> Pursuant to order of PJSC Gazprom No. 99 dated March 21, 2022

<sup>2</sup> The Gazprom Neft data include the subsidiaries of Gazprom Neft as well as the joint ventures under its operational control in Russia and abroad.

<sup>3</sup> The data refers to Gazprom Neftekhim Salavat LLC.

### Number of injuries and fatalities as a result of incidents, by gender, persons

Indicator	2020		2021		2022	
	Male	Female	Male	Female	Male	Female
<b>Companies covered by the ISPSM</b>						
injured	35	4	39	3	36	3
• incl. fatalities	5	0	5	0	6	0
<b>Gazprom Neft Group</b>						
injured	65	11	62	8	38	7
• incl. fatalities	0	0	4	0	0	0
<b>Gazprom Energoholding</b>						
injured	3	2	3	0	6	1
• incl. fatalities	0	0	0	0	1	0
<b>Gazprom Neftekhim Salavat<sup>1</sup></b>						
injured	0	0	2	0	1	0
• incl. fatalities	0	0	2	0	0	0

The differences in the frequency of injuries between women and men are attributable to the statistical difference between women and men working at hazardous industrial facilities.

<sup>1</sup> The data refers to Gazprom Neftekhim Salavat LLC.



### Dinar Nazarov

Driver for the pipeline emergency response and repair team at Gazprom Transgaz Ufa

Ensures safe and accident-free operation of vehicles while swiftly moving repair teams and equipment along gas trunklines.



Live photo

#### Workplace injury rates

Indicator	2020	2021	2022	Change 2022/2021, %
<b>Injury frequency rate</b>				
IFR = N 1,000 / H (where N – number of work-related injuries requiring one or more days off work in the reporting year; H – average headcount)				
	0.12	0.13	0.12	-7.6
<b>Injury severity rate</b>				
ISR = D / N (where D – number of work days lost; N – total number of incidents)				
	55.56	68.19	67.87	-0.5
Injured	39	42	39	-7.1
Fatalities	5	5	6	+20.0
Number of fatal accidents related to the work of third-party contractors at the company's facilities	9	11	18	+63.6
Number of work-related severe or permanent injuries by contractors (excl. fatal injuries)	18	17	29	+70.6

#### Lost time injury frequency rates (LTIFR), Gazprom Group

Indicator	2020	2021	2022
Companies covered by the ISPSM	0.08	0.08	0.08
Oil business companies	0.54	0.36	0.338
Power generation companies	0.08	0.05	0.086
Gazprom Neftekhim Salavat <sup>1</sup>	0	0.07	0.06

#### Fatal accident rates (FAR), Gazprom Group

Indicator	2020	2021	2022
Companies covered by the ISPSM	0.97	0.99	1.18
Oil business companies <sup>2</sup>	0	3.80	0
Power generation companies	0	0	1.23
Gazprom Neftekhim Salavat <sup>3</sup>	0	12.96	0

<sup>1</sup> The data refers to Gazprom Neftekhim Salavat LLC.

<sup>2</sup> Excluding the foreign assets of Gazprom Neft in Serbia, Iraq, Italy, Eastern Europe, and Central Asia.

<sup>3</sup> The data refers to Gazprom Neftekhim Salavat LLC.



As part of measures to ensure compliance with road safety requirements at the Gazprom Group facilities, the following documents were drafted and approved in 2022:

- the Comprehensive Plan of Key Measures to Prevent Road Accidents and Ensure Road Safety at Subsidiaries and Entities of PJSC Gazprom<sup>1</sup>;
- PJSC Gazprom's Guidelines: Motor Vehicle Safety. Technical Requirements for Road Safety at Subsidiaries and Entities of PJSC Gazprom<sup>2</sup>.

## Labor Conditions Assessment


The Gazprom Group ensures a safe workplace environment in line with the Action Plan to Improve Working Conditions at PJSC Gazprom entities<sup>3</sup> and plans of activities to improve working conditions of subsidiaries and entities.

As part of the ISPSM, establishing a safe workplace environment includes two processes: a special labour conditions assessment (SLCA) and operational labor conditions control.

The SLCA is carried out at workplaces once every five years, while the operational labour conditions control is exercised by industrial sanitation units annually.

In 2022, a total of 37,454 workplaces were assessed across the Gazprom Group companies, and 1,093,517 studies and changes of harmful production factors were carried out and made as part of operational labor conditions control.

The above documents are aimed at reducing road traffic injuries at the Gazprom Group.

 In 2022, the number of employees injured in traffic accidents went down by more than 36% year-on-year.

Since 2013, the number of workplaces exposed to harmful and hazardous conditions in the subsidiaries of PJSC Gazprom has declined from 38% to 13.2% due to the implementation of action plans developed by the subsidiaries to improve working conditions.

In 2022, to enable improvement and sanitation of the working environment, PJSC Gazprom's subsidiaries developed and implemented over 4,590 activities for a total amount exceeding RUB 4,422.977 million. The working conditions of 5,910 employees were improved.

<sup>1</sup> Approved on August 26, 2022, No. 03-177.

<sup>2</sup> Administrative document dated November 22, 2022, No. 03-3186.

<sup>3</sup> Approved on July 1, 2019, No. 03-157.

As a result, 13.2% of workplaces were found to have harmful labor conditions (Class 3). No workplaces exposed to hazardous labor conditions (Class 4) were identified in the companies covered by the ISPSM.

### Number of Class 3 and 4 workplaces and the number of employees working at such workplaces at the companies covered by the ISPSM, 2022

Indicator	Class				
	3.1	3.2	3.3	3.4	4
Number of workplaces, units	18,646	9,189	650	32	0
Number of employees, persons	41,932	26,096	2,265	70	0

### Occupational health expenditures across the Gazprom Group, RUB million

Indicator	2020	2021	2022
Companies covered by the ISPSM	16,677	12,825	14,663.4
Oil business companies <sup>1</sup>	–	–	–
Power generation companies	1,843	1,915	1,739.3
Gazprom Neftekhim Salavat <sup>2</sup>	212	209	221.6

## Occupational Disease Prevention

The Gazprom Group cares about the health and well-being of its employee and strives to prevent occupational diseases.

Key occupational diseases occur and develop in employees exposed to production-related chemical and physical factors, as well as physical overload and functional overexertion of certain bodily organs and systems.

Whenever an occupational disease is confirmed, the Group conducts an investigation to identify the disease root causes, and develop and adopt measures to prevent such diseases among employees going forward.

### Occupational disease prevention measures at the Gazprom Group:

- streamlining the labor process to cut the time of employees' exposure to harmful factors;
- upgrading and replacing obsolete equipment associated with high levels of employee exposure to harmful production factors;
- providing employees with modern and effective personal and group protective equipment.

<sup>1</sup> Data not available as of the Report date.

<sup>2</sup> The data refers to Gazprom Neftekhim Salavat LLC.

In the reporting year, the Gazprom Group had no fatalities caused by occupational diseases.

In the reporting year, eleven employees of the Group were found to have occupational diseases.

**Occupational disease rates (ODR), Gazprom Group**

Indicator	2020	2021	2022
Companies covered by the ISPSM	0.029	0.019	<b>0.021</b>
Oil business companies	0.008	0	<b>0</b>
Power generation companies	0	0	<b>0.012</b>
Gazprom Neftekhim Salavat <sup>1</sup>	0	0	<b>0.062</b>

## Process Safety Incident Prevention

In case of incidents related to occupational health, process and fire safety or road traffic accidents, an employee shall promptly report the same to their line manager<sup>2</sup>. To identify the causes of an incident, each case is subject to investigation.

Apart from following the laws of the Russian Federation, the Company has a procedure in place for investigating and identifying incident root causes<sup>3</sup>.

To investigate an incident, Gazprom creates an investigation committee to take a record of the circumstances of the incident, collect data about the incident and all the associated events, analyze the available materials, identify the causes and prepare an investigation report. The Group develops and takes measures to prevent future process safety incidents.

Every employee can report an incident via a trade union organization or an occupational health officer. In addition, employees can submit proposals on how to improve the ISPSM components.

The procedure of dealing with Hot Line reports, complaints about actual or potential incidents, as well as process safety proposals are regulated by R Gazprom 18000.2-012-2020<sup>4</sup>.

<sup>1</sup> The data refers to Gazprom Neftekhim Salavat LLC.

<sup>2</sup> According to the Rules of Reporting Incidents (Accidents, Fires, Emergencies And Incidents) at PJSC Gazprom, its Branches and Subsidiaries and in accordance with the reporting procedure in place at a given subsidiary or entity.

<sup>3</sup> STO Gazprom 18000.4-008-2019 Integrated System of Process Safety Management. Analysis of Incident Root Causes. Procedure for Identification and Development of Preventive Measures.

<sup>4</sup> Approved on October 30, 2020.

For details on occupation health performance of the Gazprom Workers' Union, see [Gazprom Workers' Union](#).

**Incident response process flow chart for occupational health, industrial, fire and road traffic safety**



In accordance with STO Gazprom 18000.1-001-2021 Integrated System of Process Safety Management. Key Provisions, as part of the efforts to encourage reporting of incidents, directors of subsidiaries, entities and branches of PJSC Gazprom guarantee that the employees:

- will not be disciplined for reporting workplace health and safety hazards and risks and informing of the actual state of process safety and areas for improvement;

- have the right to refuse to perform work if it puts their life and health at risk as a result of non-compliance with health and safety requirements, unless otherwise provided for by federal laws, until this risk is removed.

## Process Safety Control in the Supply Chain



The Gazprom Group is responsible for process safety at its facilities, which is why it imposes stringent safety requirements on its contractors.

Statements of work used as part of the procurement process require<sup>1</sup> contractors to have a process safety management system in place. The relevant requirements are also included in contracts for work (services) at PJSC Gazprom's facilities.

To control compliance with process safety requirements at PJSC Gazprom's construction sites, the Gazprom Group has in place an aerial monitoring system using unmanned aerial vehicles (UAVs). Reports on detected violations are sent to contractors for the implementation of corrective measures with subsequent submission of information on the measures taken.

Work at the Group's facilities is performed by the employees who have relevant qualifications and the necessary permits. Such employees along with other third parties conducting work at PJSC Gazprom's facilities are given an induction briefing, a workplace briefing before being admitted to work, and a pre-job briefing.

To enable higher efficiency of interaction with contractors and better safety at investment construction sites, Gazprom has appointed Gazprom Invest<sup>2</sup> as a single technical customer for implementing investment projects of PJSC Gazprom.

Gazprom Invest exercises three-stage control over the contractors' compliance with process safety requirements at PJSC Gazprom's facilities.

Gazprom remains in constant touch with contractors on process safety issues on a 24/7 basis. This enables contractors to report any potential hazards that may result in injuries, employees' ill health and various incidents. The facilities featuring high process risks have incident prevention working groups set up jointly with contractors.

In the reporting year, the Central Examination Board of PJSC Gazprom assessed the occupational health and ISPSM knowledge of 22 managers of the contractors that previously had incidents or systematically violated process safety requirements.

PJSC Gazprom's facilities hold safety meetings to inform the contractors' employees about incidents and relevant preventive action taken and also run Information Centers on process safety matters.

In 2022, as part of the Capital Project Management open session, the contractors' managers undertook training in leadership skills for process safety management, and also completed a process safety culture course. 2022 also saw joint training sessions held with the contractors to respond to emergencies at PJSC Gazprom's capital construction sites.

In 2022, more than 70,000 employees of the contractors received process safety training.

## Accident Prevention and Fire Safety

Information on industrial safety spending across the Gazprom Group, RUB million

Indicator	2020	2021	2022
Companies covered by the ISPSM	4,320	4,639	6,814.17
Oil business companies <sup>1</sup>	–	–	–
Power generation companies	513	676	697.12
Gazprom Neftekhim Salavat <sup>2</sup>	469	490	459.27

The Gazprom Group seeks to reduce the number of accidents and incidents at its facilities. To this end, we develop industrial safety action plans and take measures to promptly remedy violations identified by government supervisory agencies and corporate control bodies.

The Group upgrades and repairs equipment, conducts technical inspections, performs diagnostics and examines the industrial

safety of technical devices, buildings and structures, holds personnel training in accident prevention and runs comprehensive accident response drills.

As of December 31, 2022, a total of 4,528 hazardous industrial facilities (HIF) of PJSC Gazprom and its 54 subsidiaries, entities and branches were registered in the State Register of Hazardous Industrial Facilities.

<sup>1</sup> In accordance with STO Gazprom 18000.2-015-2021 Requirements for Process Safety Management System. Procedure for Interacting with Contractors to Ensure Compliance with Process Safety Requirements at PJSC Gazprom's Facilities.

<sup>2</sup> A wholly owned subsidiary of PJSC Gazprom.

<sup>1</sup> Data not available as of the Report date.

<sup>2</sup> The data refers to Gazprom Neftekhim Salavat LLC.

2022 saw six accidents at PJSC Gazprom's HIFs, all affecting the linear part of gas trunklines. The main accident causes were corrosion processes, factory defects in pipes, as well as defects in welded joints.

In the reporting year, PJSC Gazprom's HIFs also had four incidents, with three of them occurring in the linear part of the gas trunkline and one at a gas processing facility.

**Information on the number of industrial accidents and incidents across the Gazprom Group**

Indicator	2020	2021	2022
<b>Companies covered by the ISPSM</b>			
• accidents	7	7	6
• incidents	7	5	4
<b>Oil business companies</b>			
• accidents	0	0	2
• incidents	600	54 <sup>1</sup>	5
<b>Power generation companies</b>			
• accidents	1	0	0
• incidents	55	60	22
<b>Gazprom Neftekhim Salavat<sup>2</sup></b>			
• accidents	0	0	0
• incidents	1	2	0
<b>The Gazprom Group, total</b>			
<b>accidents</b>	<b>8</b>	<b>7</b>	<b>8</b>
<b>incidents</b>	<b>663</b>	<b>121</b>	<b>31</b>

In December 2022, a leak occurred at a section of the Urengoy – Center 2 gas trunkline operated by Gazprom Transgaz Nizhny Novgorod. It affected the block valve station near Yambakhtino in the Vurnary District of the Chuvash Republic. As a result of the destruction

of the block valve station three people died and one person was injured. The investigation of the accident causes is currently underway with the corrective action to follow based on the findings to prevent similar accidents in the future.

<sup>1</sup> The decrease is attributable to changes in the procedure for accounting for, and recording of man-made events.  
<sup>2</sup> The data refers to Gazprom Neftekhim Salavat LLC.



Child's drawing by: Polina Likhunchay

**Maxim Ivlev**

Senior specialist of the occupational health, industrial and fire safety unit at the Vyingayakhinskoye gas production site, Gazprom Dobycha Noyabrsk

Manages occupational health and industrial safety issues, leads a voluntary fire brigade.

Live photo



**Fire Safety**

To prevent fires at its facilities, the Company developed a Fire Safety Organizational and Technological Activities Plan for PJSC Gazprom Facilities in 2022<sup>1</sup>.

**In 2022, PJSC Gazprom and Gazprom Space Systems joined forces to launch a fire monitoring IT service powered by space monitoring technology.**

The Group monitors the condition of the fire safety systems and holds fire safety training for personnel.

Major emphasis is placed on ensuring fire safety at PJSC Gazprom's facilities located in forests or areas adjacent to forests.

Having its own fire-fighting units, Gazprom strives to maintain their utmost fire-fighting readiness by conducting regular training and drills. In the reporting year, fire and rescue sport competitions were held, with the fire-fighting units of PJSC Gazprom's subsidiaries participating.

**Number of fires at the facilities of PJSC Gazprom**

Indicator	2020	2021	2022
<b>Total number of fires</b>	<b>6</b>	<b>6</b>	<b>4</b>
• incl. at production facilities	2	0	1
<b>Fire injuries</b>	<b>1</b>	<b>2</b>	<b>1</b>
• incl. fire fatalities	0	1	0
<b>Damage, RUB million</b>	<b>4.2</b>	<b>3.6</b>	<b>26.1</b>

The property damage caused by the fire at the power generation unit (power transformer) accounted for 99.6% of the total property damage in 2022.

**Causes of fires at the facilities of PJSC Gazprom in 2022**

Cause	Number of caused fires
Vehicle electrical equipment faults	2
Electrical equipment faults	2



<sup>1</sup> Approved on December 14, 2021, No. 03-229.

# Civil Defense

**Key documents**

- Federal Law No. 28-FZ On Civil Defense dated February 12, 1998
- Federal Law No. 68-FZ On Protection of Population and Territories from Natural and Man-Made Disasters dated December 21, 1994
- Order of PJSC Gazprom dated August 17, 2017 On Approval of the Fundamentals of the Civil Defense Policy of PJSC Gazprom through 2030
- Order of PJSC Gazprom dated October 18, 2018 On Approval of the Fundamentals of the Policy of Protection of Staff and Inventories from Emergencies of PJSC Gazprom through 2030

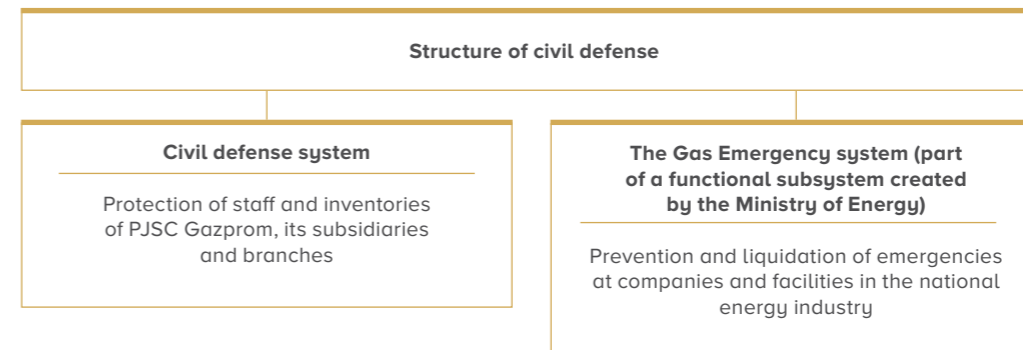


**Civil Defense System**

To better protect the staff and inventories of the Gazprom Group entities against emergencies and terrorist attacks and to ensure protection of local residents and territories against emergencies linked to incidents and accidents at hazardous

industrial facilities of the Gazprom Group entities, we have in place the civil defense system<sup>1</sup>.

**PJSC Gazprom's Civil Defense System**



<sup>1</sup> Created and operating in accordance with order of PJSC Gazprom No. 436 dated July 7, 2016.

Managing the civil defense system and its subsystems on the corporate level is the responsibility of the Chairman of PJSC Gazprom's Management Committee.

On the facility level (subsidiaries and branches), managing civil defense systems falls within the remit of managers of PJSC Gazprom's subsidiaries and branches (facilities).


Each level of the civil defense system includes:

- coordination bodies;
- standing management bodies;
- day-to-day management bodies;
- bodies responsible for evacuation;
- commissions to improve resilience amid war time emergencies.

The key goals of the civil defense system are:

- development and implementation of regulations and organizational and technical activities to protect the staff and inventories of the Gazprom Group entities from emergencies and hazards arising during or out of military conflicts;
- development and implementation of targeted and R&D programs aimed at preventing man-made and natural disasters and increasing the resilience of the UGSS and its facilities, which are critical for the sustainable operation of the economy and survival of the population during war;
- ensuring the readiness for action of control bodies and units, communication and alerting systems, civil defense forces and tools in place to prevent and liquidate emergencies at the Gazprom Group facilities and protect the staff and inventories of the Gazprom Group entities from hazards arising during or out of military conflicts during emergencies and military conflicts;

- interaction with control bodies and forces of the functional and territorial subsystems of the National Emergency Management System;
- collection, processing, exchange and provision, in accordance with the established procedure, of data related to protection from emergencies of the staff and inventories;
- warning employees of threats associated with emergencies or arising during or out of military conflicts;
- preparation of employees for action during emergencies and provision of training on how to protect themselves from threats arising during or out of military conflicts;
- prediction and assessment of social and economic consequences of emergencies at UGSS facilities;
- stockpiling, for civil defense purposes, of materials and equipment, food, medical and other items and provisioning of financial and physical resources for the purposes of liquidation of emergencies at UGSS facilities;
- corporate oversight in civil defense, protection of the staff and inventories of the Gazprom Group entities against emergencies.

 **The civil defense system of PJSC Gazprom has all the necessary personnel, physical and financial resources and communication, alert and information systems.**

## Civil Defense Performance in 2022

In the reporting year, the civil defense system operated in line with the Key Action Plan of the Civil Defense System of PJSC Gazprom for 2022<sup>1</sup>.

To make sure the Gazprom Group employees are ready for emergencies, regular tactic drills, facility-based training sessions and tabletop exercises were held during the year:

- 509 tabletop exercises involving 25,733 people;
- 1,574 facility-based training sessions involving 80,852 people;
- 150 tactic drills involving 19,584 people.

In 2022, task forces comprising PJSC Gazprom's employees who are experts of the site commission of the Ministry of Energy of the Russian Federation for certification of emergency rescue teams and rescuers of PJSC Gazprom carried out 30 checks to assess the compliance with mandatory certification requirements and the readiness of volunteer emergency response teams for rescue work. During nine meetings, the site commission certified all Gazprom employees who applied for certification. 1,261 rescuers and 30 volunteer emergency response teams received certification. The certification results are testament to the robust system that the Company has in place to train rescuers and emergency response teams.


### Administrative fines and non-financial sanctions for failures to comply with civil defense and emergency protection procedures at the Gazprom Group

Indicator	2020	2021	2022	Change 2022/2021, %
Administrative fines paid, RUB thousand	331	759	125	-84
Number of non-financial sanctions	7	6	3	-50

## 0

### emergencies reported at the Gazprom Group facilities in 2022

In the reporting year, 7,877 civil defense officers and 299,641 employees of PJSC Gazprom's subsidiaries underwent training in various programs in civil defense and emergency protection. All objectives set out in relevant guidelines for the training of management bodies and resources of the civil defense system for 2022 were achieved.

 **In the reporting year, the amount of fines paid for violations of civil defense and emergency protection procedures decreased by 84%. This reflects the Gazprom Group's efforts to rectify all violations and improve the performance of its civil defense system.**

<sup>1</sup> Approved on December 3, 2021, No. 03-221.

# Community Investment



**+11%**  
number of charitable  
and sponsorship initiatives  
supported by the Gazprom Group

**+24.9%**  
sponsorship of indigenous  
minorities support

**+4**  
constituent entities  
of Russia covered by the Gas  
Infrastructure Expansion Program

# Local Development

## Material topic



2. Implementation of gas supply development and gas infrastructure expansion programs in Russian regions



10. Engagement with local communities across the Gazprom Group's footprint

**As the largest energy supplier, Gazprom plays a major role in developing local communities. Gazprom cooperates with government authorities, runs a large-scale gas infrastructure expansion program across Russian regions, pays taxes to local budgets, implements charity initiatives, sponsors sports events, and supports vulnerable population groups.**

### Key documents

- Regional Policy Concept of PJSC Gazprom<sup>1</sup>
- Cooperation agreements with Russian regions
- Agreements on contributing to social and economic development between PJSC Gazprom's subsidiaries and municipal administrations of regions where they operate

PJSC Gazprom's and its subsidiaries' regional policies focus on making their efforts in driving local social and economic development more efficient. The Company works towards this goal by joining forces with Russian regions in building infrastructure, improving cities, towns and villages, and providing social support to local communities. Cooperation agreements signed by the Gazprom Group and governments across 81 Russian regions formalize its commitments with respect

to the environment, indigenous rights protection, social support, job creation, economic growth, culture and sports.

## 81 Russian regions

are covered by agreements with PJSC Gazprom



### Key areas of cooperation with local authorities concerning social and economic development:

- tax payments to budgets of all levels;
- assistance in addressing social issues;
- support of indigenous minorities of the North;
- urban improvement in cities, towns and villages;
- developing culture, sports and education;
- employment opportunities.

## Cooperation with Regions in 2022

In the reporting year, the Gazprom Group signed four new cooperation agreements with regions. In addition, the Group was in close contact with regional governments as part of the program to expand gas infrastructure and negotiated

key regulations in this area. Dedicated task forces comprising regional heads were set up to deal with issues arising in the course of PJSC Gazprom's investment projects related to the Eastern Gas Supply System and the Volkhov–Murmansk gas trunkline.

### New agreements with regions signed in 2022:

- A cooperation agreement with the Government of Moscow on developing local gas, electricity and heat supply
- A roadmap of cooperation between the St. Petersburg Government and PJSC Gazprom on social and economic development
- A cooperation agreement with the Republic of Bashkortostan
- A cooperation agreement with the Sakhalin Region Government as part of a pre-investment feasibility study of building an oil and gas condensate processing facility on Sakhalin
- An agreement of intent between the Irkutsk Region and PJSC Gazprom on gas infrastructure expansion in Sayansk and certain municipalities in the Irkutsk Region
- A cooperation agreement with the Sakhalin Region Government on constructing an LNG plant on Sakhalin and an LNG SR system<sup>1</sup> on the Kuril Islands.

PJSC Gazprom helps implement infrastructure projects in St. Petersburg, including environmental initiatives related to transitioning public transport to methane to reduce harmful emissions. Also, work was ongoing to improve and restore the city's historic center as part of a comprehensive improvement program. The Company contributes to a comfortable urban environment and economic growth.

The reporting year saw refurbishments on the Kronverksky Avenue, English Embankment, Moyka River Embankment, Obukhovskoy Oborony Avenue and Petrovskaya Embankment. Outdoor and architectural lighting was installed in the Admiralteysky, Vasileostrovsky, Petrogradsky and Tsentralny districts.



<sup>1</sup> Approved by resolution of OJSC Gazprom Management Committee dated May 22, 2003.

<sup>1</sup> SR means LNG storage and regasification..



### Cooperation for Urban Improvements and Infrastructure

- The Gazprom Group allocated funds to create a new urban space in Nadym. 2022 saw an opening ceremony for the Northern Lights public recreation area with a pedestrian light and music fountain.
- The Gazprom Group worked together with Sakha (Yakutia) municipalities to refurbish public spaces. We helped set up a state-of-the-art sports and playground for kids and adults in Lensk and an outdoor sports ground in Peleduy. In Vitim, a hockey pitch will soon be ready for commissioning.
- As part of a cooperation agreement between PJSC Gazprom and the Government of the Komi Republic, around 7.0 thousand m<sup>2</sup> of premises

in the Ukhta Interterritorial Maternity Hospital were overhauled using the previously allocated funds. Today, the town has a refurbished cutting-edge maternity hospital.

- In Novy Urengoy, the Company helped build a new modern outpatient facility including children's polyclinic, women's health clinic, day hospital for children and pregnant women, and a swimming pool for exercise therapy. The polyclinic will serve over 20,000 children.



## Gas Infrastructure Expansion in Russian Regions

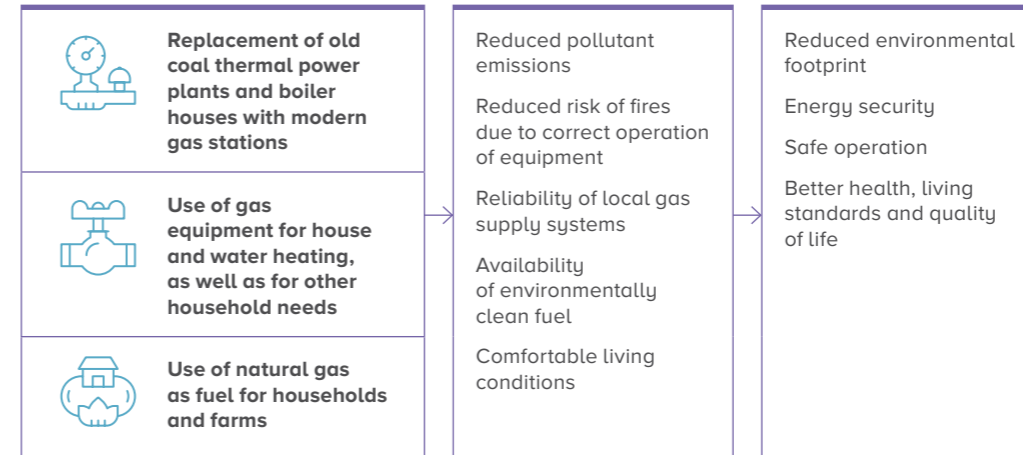
The Group set an ambitious goal to increase Russia's gas penetration rate to 100% of what is technically feasible. Total gas penetration is a great advantage for Russians, among other things in terms of sustainable development as connection to gas supplies serves to improve living conditions and reduce GHG and pollutant emissions.

In 2022, gas infrastructure expansion helped cut GHG emissions by

**1,446** mmt of CO<sub>2</sub> equivalent



### Advantages of Gas Infrastructure Expansion



### Gas Supply and Gas Infrastructure Expansion Programs

As of December 31, 2022, a total of 72 Russian regions had active gas supply development and gas infrastructure expansions programs for 2021–2025.

**72** constituent entities of the Russian Federation

The reporting year saw 177 inter-settlement gas pipelines with a total length of 3,300 km built to ensure gas supplies to 81,700 houses and apartments along with 350 boiler houses in 423 localities, and 13 gas distribution stations set up.

**73.1%** gas penetration rate as of January 1, 2023

**177** inter-settlement gas pipelines built with a total length of over 3,300 km

In 2020, the Programs were approved by heads of 67 Russian regions and Chairman of the Management Committee of PJSC Gazprom Alexey Miller.

In accordance with Alexey Miller's instructions<sup>1</sup>, the Group updated its Programs for the following Russian regions:

1. Altai Territory
2. Amur Region
3. Arkhangelsk Region
4. Astrakhan Region
5. Belgorod Region
6. Bryansk Region
7. Vladimir Region
8. Volgograd Region
9. Vologda Region
10. Voronezh Region
11. Ivanovo Region
12. Irkutsk Region
13. Kabardino-Balkarian Republic
14. Kaliningrad Region
15. Kaluga Region
16. Karachayevo-Circassian Republic
17. Kemerovo Region – Kuzbass
18. Kirov Region
19. Krasnodar Territory
20. Kurgan Region
21. Kursk Region
22. Leningrad Region
23. Lipetsk Region
24. Moscow Region
25. Nizhny Novgorod Region
26. Novgorod Region
27. Novosibirsk Region
28. Omsk Region
29. Orenburg Region
30. Orel Region
31. Penza Region
32. Perm Territory
33. Primorye Territory
34. Pskov Region
35. Republic of Adygeya
36. Republic of Altai
37. Republic of Bashkortostan
38. Republic of Daghestan
39. Republic of Ingushetia
40. Republic of Kalmykia
41. Republic of Karelia
42. Komi Republic
43. Republic of Mari El
44. Republic of Mordovia
45. Republic of Sakha (Yakutia)
46. Republic of North Ossetia – Alania
47. Rostov Region
48. Ryazan Region
49. Samara Region
50. St. Petersburg
51. Saratov Region
52. Sakhalin Region
53. Smolensk Region
54. Stavropol Territory
55. Tambov Region
56. Tver Region
57. Tomsk Region
58. Tula Region
59. Tyumen Region
60. Udmurtian Republic
61. Ulyanovsk Region
62. Khabarovsk Territory
63. Khanty-Mansi – Yugra Autonomous Area
64. Chechen Republic
65. Chuvash Republic
66. Yamal-Nenets Autonomous Area
67. Yaroslavl Region



All Programs were approved by the heads of respective constituent entities and Chairman of the Management Committee of PJSC Gazprom Alexey Miller. The updated 2021–2025 Program for the Irkutsk Region was approved in 2022 on the sidelines of the St. Petersburg International Economic Forum.

In 2022, the Group drafted and approved the Programs for the Republic of Tatarstan and the Sverdlovsk, Chelyabinsk and Kostroma Regions.

<sup>1</sup> Instructions No. 01-1899 dated May 25, 2022 and No. 01-2863 dated August 17, 2022.

Outcomes of Gas Infrastructure Expansion

Indicator	2020	2021	2022
<b>The Gazprom Group investments in gas supplies and gas infrastructure expansion, RUB billion</b>			
• Actual investments of Gazprom Mezhrefiongaz in gas supplies and gas infrastructure expansion in Russian regions	31.5	52.2	66.0
• Actual investments of PJSC Gazprom in gas supplies and gas infrastructure expansion	23.2	13.3	76.7
• Actual investments of PJSC Gazprom's core subsidiaries in gas supplies and gas infrastructure expansion	0.8	1.3	3.5
Number of households across Russia prepared for gas infrastructure expansion, thousand	63.1	83.6	81.7
Number of regions covered by the Programs <sup>1</sup>	67	68	72

In the reporting year, PJSC Gazprom launched a medium-scale LNG production, storage and shipment terminal in the vicinity of the Portovaya compressor station on the northeast coast of the Gulf of Finland. Apart from other intended uses, the terminal ships LNG as gas motor fuel for passenger transport in St. Petersburg.

In 2022, connection to the gas network was provided to:

**81,700**

private houses and apartments

**350 boiler houses**

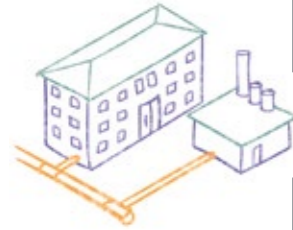
in 423 localities



<sup>1</sup> Russian regions that have approved gas supply and gas infrastructure expansion programs.

## Additional Gas Infrastructure Expansion in Gas-Supplied Localities

The Company consistently fulfils its obligations to connect households to the gas network in gas-supplied areas<sup>1</sup>. Gas infrastructure is expanded based on requests from home owners, with no financing required on their part.



Federal Law No. 184-FZ On Amendments to Federal Law No. 69-FZ On Gas Supply in the Russian Federation dated March 31, 1999 passed on June 11, 2021, established the single gas infrastructure expansion operator. Gazprom Gazifikaciya was awarded this status and assigned to 72 entities and the Sirius federal territory.

In 2022, the company entered into agreements on financing additional gas infrastructure expansion with gas distribution companies. Joint efforts delivered the following results<sup>2</sup>:

- financing agreements worth RUB 176.6 billion were signed;
- requests for financing additional gas infrastructure expansion totaling RUB 86.6 billion were submitted;
- RUB 57.1 billion were allocated.

The reporting year saw considerable progress as regards additional gas infrastructure expansion.

As of December 31, 2022, to ensure utility connection of individuals, gas distribution companies of the Gazprom Mezhrefiongaz Group and Gazprom Transgaz Kazan<sup>2</sup>:

- made it technically possible to connect 502,200 households to gas supply;
- signed 530,700 contracts of additional gas infrastructure expansion for households;
- expanded gas infrastructure up to property boundaries as part of 371,200 contracts;
- connected and started gas supplies to 167,000 households.

In accordance with Clause 1b of List of Instructions of the President of the Russian Federation No. Pr-2067 dated October 30, 2022 issued after a plenary session at the Russian Energy Week International Forum, the Russian Government and PJSC Gazprom are to determine parameters for extending and implementing a social program to connect gas equipment of individuals, healthcare facilities and educational institutions to gas distribution networks in gas-supplied localities, as required, without financing on their part.

In furtherance of the said Clause 1b, the Russian Government's Decree No. 2187 dated November 30, 2022 amended the Rules for Connecting Gas Equipment and Capital Construction Facilities to Gas Distribution Networks approved by the Russian Government's Decree No. 1547 dated September 13, 2021. The document provides for additional gas infrastructure expansion on an ongoing basis and determined parameters for connecting boiler houses of healthcare and educational facilities to gas distribution networks as part of the relevant program.

Following the inventory, 1,273 educational institutions in 44 regions and 1,434 healthcare facilities in 51 regions are subject to gas connection as part of additional gas infrastructure expansion efforts.

<sup>1</sup> In accordance with Clause 8 of List of Instructions of the President of the Russian Federation No. Pr-753 dated May 2, 2021, on delivering against the address of the President of the Russian Federation to the Federal Assembly of the Russian Federation dated April 21, 2021.

<sup>2</sup> Cumulative data from the start of additional gas infrastructure expansion.



Child's drawing by: Anastasia Slesarenko

### Alexander Fisenko

Welder, 6th grade, at Gazprom Gazoraspredelenie Leningrad Region

Actively involved in the gas supply development program for the Leningrad Region.

Live photo



## Interaction with Indigenous Peoples

**The Gazprom Group respects the right of the indigenous minorities of the North, Siberia and the Russian Far East to preserve their traditional habitat and activities, way of life, trades, and culture.**

In the Khanty-Mansi – Yugra and Yamal-Nenets Autonomous Areas, the Group together with its associated organizations and joint ventures cooperates with peoples included in the Common List of Minor Indigenous Peoples of Russia. These peoples are the Khanty, Mansi, Nenets, Selkups, Evenks, Evens (Lamuts), Nivkh people, Orok people (Ulta), and others.

Every year, the Group increases its financial support to indigenous peoples. In 2022, these expenditures amounted to

**RUB 368.2 million**  
**(+24.9%)**

### Principles of Interaction with Indigenous Minorities



**Partnership**

Long-term partnerships with associations of indigenous minorities and administrations of municipal districts



**Specificity**

Factoring in the specifics of the economic and social development and use of natural resources by indigenous minorities



**Equality**

Equal cooperation and mutual interests in dealing with common objectives



**Social responsibility**

Involvement in addressing social issues of indigenous minorities

The Gazprom Group takes into account indigenous minorities' values and culture when planning and implementing its projects, holds public hearings to gain a better insight into their interests, and cooperates with indigenous associations.

No relocation is initiated, and no relevant programs are underway. In 2022, there were no registered violations of indigenous minorities' rights in the Gazprom Group's licensed areas.

### Support Areas in 2022

Initiatives to support indigenous minorities and promote traditional activities, investment in farming and fishing craft

Social care services, aid for people of the Far North with limited mobility, diagnostic assistance, medical treatment and rehabilitation of gravely sick and disabled children

Compensation of expenses related to the use of the Obskaya–Bovanenkovo railroad by indigenous minorities of the North

Environmental expedition to clean up Vilkitsky Island

### Spending in support of indigenous minorities, RUB million

Indicator	2020	2021	2022	Change 2022/2021, %
Sponsorship of indigenous minorities support	256.54	294.74	368.2	+24.9

### Projects to Support Indigenous Minorities in 2022

Taking into account requests from indigenous minority communities, PJSC Gazprom keeps running projects to support traditional activities such as reindeer herding and fishing, preserve traditions (holidays and contests) and culture (arts and trades), and promote indigenous lifestyles and heritage by developing ethnic tourism and digitalizing corporate museum exhibitions.

Gazprom Dobycha Nadym helped the Yarsalinskoye municipal reindeer facility prepare for summer reindeer migration. In 2022, some 8,000 reindeer migrated through special passages crossing the utility lines of the Bovanenkovskoye field. The company also became a general partner in the traditional contest of reindeer herders in Nadym and Yar-Sale village of the Yamalsky District.

### Preserving culture and traditions

In 2022, Gazprom Dobycha Urengoy financed three projects to preserve and promote the culture and literature of Yamal indigenous minorities. They included The Legend of Yamal fashion theater in the Korotchaev District, Novy Urengoy, PROYamal club of arts, crafts and folk art of indigenous Northern minorities in Novy Urengoy, and Tokholkova project for young representatives of indigenous minorities from Novy Urengoy. Gazprom Dobycha Urengoy's team also took part in Yamal's most important celebrations – Reindeer Herders' Day and Fishermen's Day and gave presents to tundra people.

Gazprom Dobycha Yamburg provided financial aid to the exhibition of the Nenets artist Igor Khudi. This is a unique project to animate 33 graphic images using cutting-edge computer technologies. Each picture featured a short artistic video revealing the artist's message and the mindset of the Northern people, and was accompanied by audio and text in Nenets and Russian languages.

In 2022, Gazprom Transgaz Tomsk organized a Beringia traditional dog sledding race in the localities where indigenous minorities reside. Over 1,000 spectators gathered to watch the competition of 15 dog drivers.

### Support of students and employees from among indigenous minorities

In 2015, Gazprom Dobycha Urengoy, the Purovsky District administration and a Samburg boarding school launched a program called Samburg: Shaping Our Future Together. The program targets students of the ninth to eleventh grades from among indigenous Northern minorities, providing them with career guidance and employment opportunities with the company.

In 2022, Gazprom Dobycha Yamburg hired ten representatives of indigenous minorities, organized training for 36 eligible employees and helped a select group of indigenous students pay for their education.

PJSC Gazprom is developing the Kamennysskoye-Sea field in the Gulf of Ob. Indigenous minorities expressed concern over a potential impact of this project on local aquatic bioresources and their traditional activities related to fishing.

The project is key to unlocking the industrial potential of the Russian Arctic, ensuring seamless gas supplies to domestic consumers in the long run, creating jobs, and strengthening national energy security.

In implementing the project, the Company complies with applicable Russian laws, including environmental ones. Design documents are subject to all necessary approvals, including public hearings involving the residents of adjacent territories.

The Federal Agency for Fishery (Rosrybolovstvo) gave a permit for field development in conformity with design documents. As stated in relevant opinions, the planned project's impact on aquatic bioresources and habitat is acceptable subject to compliance with conditions determined by Rosrybolovstvo. Also, design documents for onshore facilities and interfield underwater lines were approved by a state environmental review board.

Gazprom Invest<sup>1</sup>, the owner of design documents, maintains an ongoing dialogue with Yamal-Nenets residents and organizes meeting with indigenous minorities.



<sup>1</sup> A wholly owned subsidiary of PJSC Gazprom.

# Charity and Volunteering

The Gazprom Group is engaged in a wide range of charity and volunteering activities that form a significant part of its corporate social responsibility. The Group supports socially vulnerable groups, sponsors sports projects, implements inclusive programs, and runs initiatives aimed at promoting spiritual and cultural values.

### Material topic



4. The Gazprom Group's social projects

## Charity Management

The Gazprom Group supports a broad array of activities in line with PJSC Gazprom's Regulation on Sponsorship and Charitable Activities<sup>1</sup>. When selecting social projects for support, the Group takes into account their social significance, public relevance and targeted outreach. The final decision is made by the management of the Gazprom Group's companies.

Decisions on PJSC Gazprom's participation in social investment projects and events fall within the remit of the Chairman of the Management Committee.

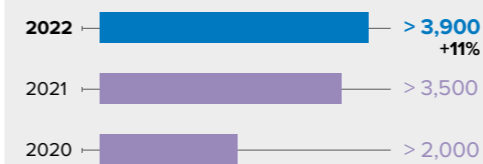
The Company has a dedicated business unit (department) for planning and setting targets for charity activities, ongoing management and monitoring of their implementation, as well as provision of relevant analytics and other details to stakeholders.

The Group companies decide whether to take part in infrastructural projects based on the importance of such projects (and facilities to be built or modernized under them) for local communities, as well as their relevance and potential positive impact on local development or preservation of cultural heritage.

# Over 3,900

charity and sponsorship initiatives were funded by the Gazprom Group in 2022

### Number of charity and sponsorship initiatives funded by the Gazprom Group

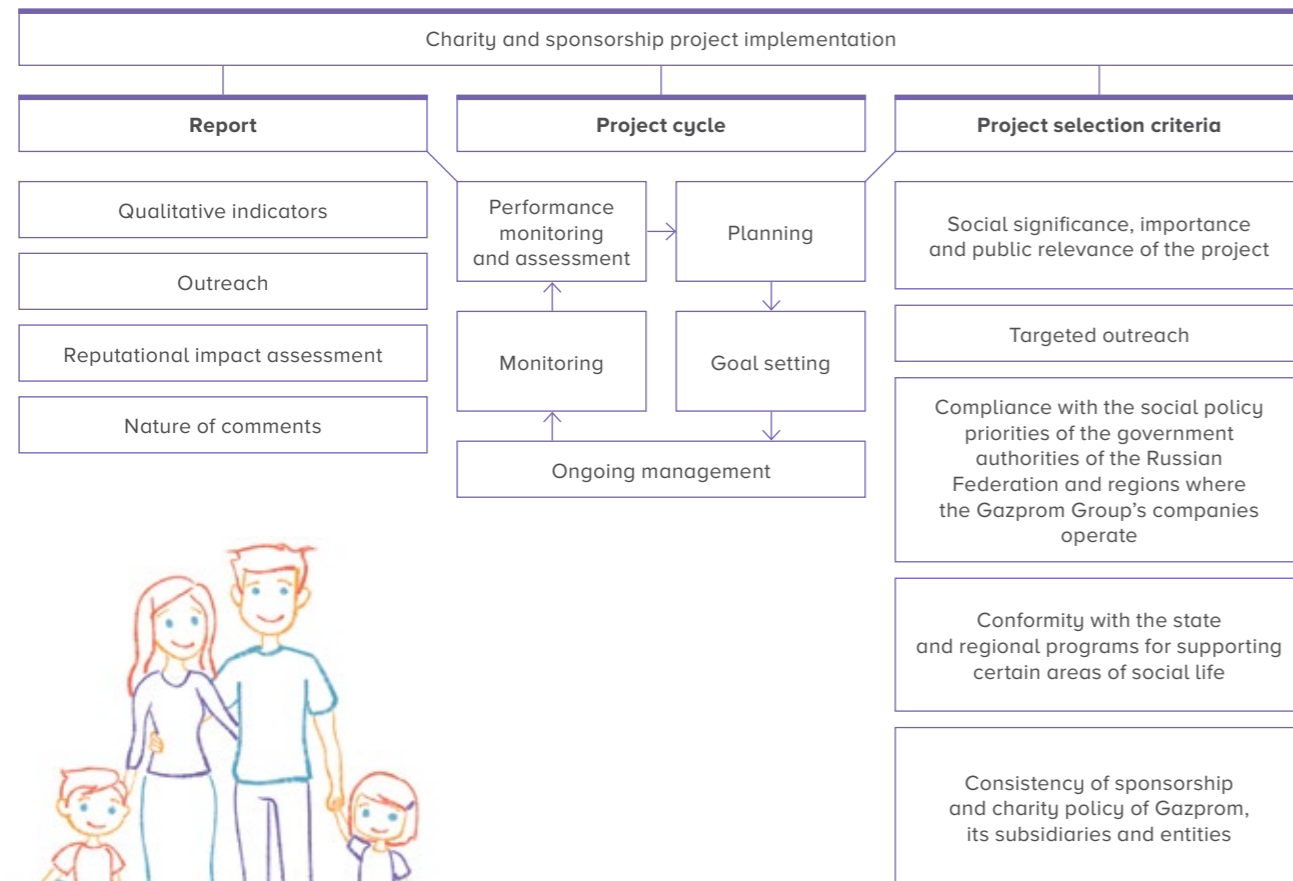


The key tools to implement charity initiatives include:

- cooperation agreements with regional authorities;
- own social projects;
- targeted charity and sponsorship;
- volunteering support.

<sup>1</sup> Approved by resolution of the Board of Directors of PJSC Gazprom No. 2775 dated July 12, 2016.

**Management of the Gazprom Group's Charity and Sponsorship Projects**



**PJSC Gazprom's charity support broken down by area, %**

Type of costs	2020	2021	2022	Change 2022/2021
Support of sports development (including sports facilities construction under the Gazprom for Children program)	52.46	44.68	<b>52.67</b>	+7.99 p.p.
Urban infrastructure improvement in the Company's regions of operation	20.75	35.05	<b>18.04</b>	-17.01 p.p.
Culture support	3.22	1.54	<b>2.91</b>	+1.37 p.p.
Education support	7.46	8.00	<b>5.59</b>	-2.41 p.p.
Spiritual values support	3.05	4.52	<b>2.99</b>	-1.53 p.p.
Other (support for healthcare, science, socially vulnerable groups, and other aspects)	13.06	6.20	<b>17.80</b>	+11.6 p.p.

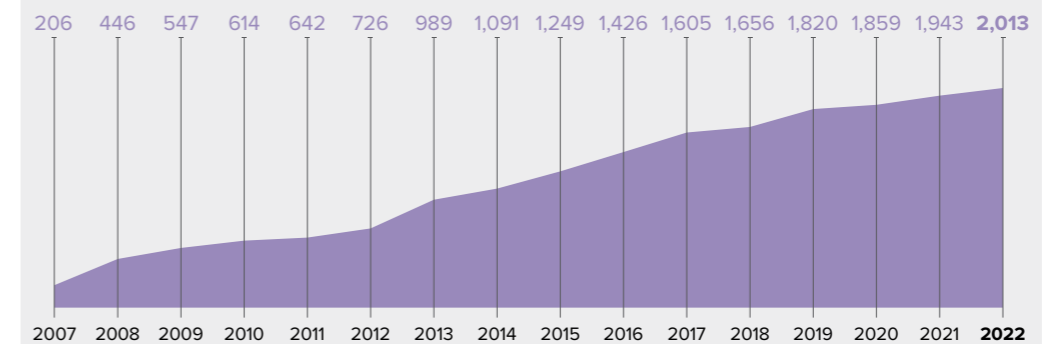
**Gazprom for Children Project**

The Gazprom for Children project (the "Project") is the Company's major social initiative aimed at promoting sports and a healthy lifestyle among the younger generation on a scale unparalleled in Russia.

As part of the Project, Gazprom builds and renovates sports and fitness facilities, as well as sports grounds and stadiums where children engage in various sports and unlock their talents.



**Number of facilities as part of the Gazprom for Children project in 2007–2022 (cumulatively)**



### Gazprom for Children Project takeaways from the 15 years since launch

A total of **2,013** various facilities in Russia were covered by the Project's scope between 2007 and 2022, including:

**180**

sports, educational, social and cultural facilities were built

**1,760**

outdoor flatworks

(school stadiums and multifunctional sports grounds) were constructed

**73**

sports facilities

were renovated

#### Value Generated by the Project

Gazprom helps promote mass participation in sports and make it accessible. The Group constructs sports facilities in villages, small towns and large cities alike. They are equipped to the highest standards and can host local, national and international competitions. Hundreds of children are introduced to a healthy lifestyle and begin practicing their favorite sports.

#### Key Focus Areas of the Project:

- swimming;
- ice hockey, figure skating, mass skating;
- game sports: basketball, volleyball, soccer, badminton;
- martial arts;
- physical training and fitness.

More than **250,000**

children

can engage in different types of sports every day

**74** out of **89**

Russian regions were covered by the Project across all federal districts: Central, North-Western, Southern, North Caucasian, Volga, Urals, Siberian and Far Eastern

The Project spans across **74** Russian regions

- Central Federal District — **672** facilities
- North-Western Federal District — **352** facilities
- Southern Federal District — **255** facilities
- North Caucasian Federal District — **119** facilities
- Volga Federal District — **254** facilities
- Urals Federal District — **96** facilities
- Siberian Federal District — **141** facilities
- Far Eastern Federal District — **124** facilities

The initiative has a high significance for the economic and social development of Russian regions. Its construction projects help create new jobs, develop related industries and improve local infrastructure. The new sports facilities become points of attraction for local residents and improve their quality of life.



Child's drawing by: Anastasia Chernova

#### Mikhail Mokerov

Head of Laura sports facility operations of the Ski Infrastructure Department at Svod International, Krasnodar Territory

Makes sure the ski and biathlon facility in Sochi is prepared for sports events.

Live photo



## Partnership and Cooperation to Maximize Project Efficiency

Decisions to construct or renovate facilities and select their concept as part of the Gazprom for Children project are made in cooperation with government and local authorities based on the needs and requirements of local communities in particular regions of our operation.

The project draws extensive support from regional administrations, local authorities and government bodies. In 2022, local authorities and regional non-profit organizations implemented six initiatives with funding partially provided by PJSC Gazprom.

## Project Takeaways from 2022

In 2022, a total of 70 facilities were commissioned in the Central, North-Western, Southern, North Caucasian, Volga, Urals and Far Eastern federal districts:

- 18 sports and fitness complexes;
- 1 multifunctional public sports facility (ice hockey rink) in the Yaroslavl Region;
- 32 multifunctional sports grounds;
- 14 school stadiums.

In the reporting year, work was completed to overhaul a school stadium in the Amur Region and renovate three soccer fields in the Nizhny Novgorod Region as well as one soccer field and multifunctional running tracks in the Republic of Mordovia.

All Project facilities commissioned in 2022 were adapted for children with limited mobility.

Among particularly important Project achievements in the reporting year were those in Russia's Far East, with seven new sports facilities built and one facility renovated.

2022 saw the launch of the jubilee 2,000th Gazprom for Children facility – a sports and fitness complex with an ice rink in the Sverdlovsk Region with a total area of over 3,500 m<sup>2</sup>.

Also in 2022, the Ivanovo Region welcomed the opening of a sports and fitness complex with a total area of more than 6,900 m<sup>2</sup>. It became the region's first-ever hockey, figure skating and swimming training venue.

In late 2022, Gazprom opened the world's most advanced rhythmic gymnastics center with a total area of over 42,000 m<sup>2</sup>. Built within the Sirius federal territory in the Krasnodar Territory, it is intended for year-round training of gifted athletes from different regions of Russia. The facility features convenient training, choreography and dance halls, a swimming pool, a medical and rehabilitation center with the state-of-art equipment, and a hotel. It is also home to an interactive museum of the history of Russian rhythmic gymnastics. Boasting an arena with 951-seat spectator stands, it is capable of hosting world-class competitions. Shortly after the opening, the center successfully welcomed the Heavenly Grace International Tournament organized by the Alina Kabaeva Charitable Foundation.

Another facility commissioned in 2022 was a sports and fitness complex in the Amur Region, boasting a total area of over 3,000 m<sup>2</sup>, the biggest among the region's sports venues. Featuring 300-seat spectator stands, it can host regional and interregional competitions in various sports.

In 2022, the Gazprom for Children project won the #MYVMESTE International Award acknowledging businesses that lead socially significant initiatives aimed at helping people and improving their quality of life in Russia and globally. A total of 31,719 projects from Russia and more

**A total of 1,100 jobs**

were created as part of the Gazprom for Children project in 2022

than 50 other countries were nominated for the award. The Gazprom for Children project won the first place in the Responsible Business category.

In 2023, the Group plans to build and renovate more than 100 facilities as part of the Gazprom for Children project.

## Charitable Initiatives Implemented in 2022

### Support for Socially Vulnerable Population Groups

#### Passport for Life: Orphans Support Project

Gazprom Pererabotka together with the St. Petersburg Administration's Social Policy Committee and the heads of Family Upbringing Support Centers No. 3 and No. 8 are implementing an innovative project to ensure social adaptation of orphaned children and help them become socialized. The project aims to help the Centers' students develop a life plan, get adequate education and a profession, and gain relevant experience. At the first stage, 20 apartments for independent living and socialization of students were renovated and equipped for the two Centers. The second stage involved training children in long-term life planning through a game format. At the third stage, a technical school was launched at Center No. 3 to help students get their first professional skills. With the Group's financial support, six sites were set up and equipped for training students in blue-collar jobs. In 2022, at Gazprom's initiative, the project was joined

by the Work-i Center, which provides direct assistance to graduates of orphanages in finding employment.

#### Maternity and Childhood Support

For over seven years, employees of Gazprom Dobycha Shelf Yuzhno-Sakhalinsk, a subsidiary of the Gazprom Group, have been providing charitable support to the Alye Parusa children's rehabilitation center. They run an annual New Year Miracle initiative, with a Christmas tree placed in the company's office and letters to Santa from the center's students hung on it. Employees pick the letters and buy gifts that kids had mentioned. The company also provides organizational and financial



For details on infrastructure improvements in the regions where the Company operates, see [Cooperation with Regions in 2022](#).





support to the center. In 2022, this included purchasing equipment to create a developmental environment in the center.

Another charitable project of the company is financing the House of Mercy Shelter in Yuzhno-Sakhalinsk. Its mission is to provide financial and psychological support to mothers in need based on individual rehabilitation and placement programs. Women are helped to apply for documents and benefits, learn new professions, and find employment.

In late 2022, the Gazprom Group organized a New Year's show at the St. Petersburg State Academic Lensovet Theatre for socially

disadvantaged children from different care facilities in St. Petersburg, with gifts given to 600 children who attended the celebration.



In 2022, Gazprom Nedra, part of the Gazprom Group, supported a number of charitable projects aimed at helping adults and children with disabilities.

Financial support was provided by the company to the Krug Creative Association in Moscow, which helps persons with sensory disabilities and mental and intellectual impairment find employment. The association received funds from Gazprom Nedra to pay wages to the students and their tutors.

The company cooperates with the Movement Up and Sunlight federal charitable foundations. In 2022,

both organizations received financing from Gazprom Nedra to implement comprehensive rehabilitation programs for children with disabilities, including those with cerebral palsy.

The company also helped purchase medical consumables for Boarding School No. 1 in Peterhof for children with mental disabilities.

Another inclusive project supported by the company is Sensory Garden, which is designed to educate and rehabilitate children with disabilities. The project is hosted by the Moscow Station for Young Naturalists, the oldest in the country.

### 350th Anniversary of Peter the Great's Birth

In 2022, the Gazprom Group took an active part in preparing and holding celebrations to mark the 350th anniversary of Emperor Peter the Great's birth. These included a historical exhibition "Thirty Paintings from the Life of Peter the Great. 2022" on the Field of Mars in St. Petersburg, the unveiling of the monument "Peter the Great Rescuing Drowning Sailors near Lakhta", new permanent exhibitions in the State Hermitage Museum and the Peter the Great Museum of Anthropology and Ethnography (Kunstkamera) of the Russian Academy of Sciences.

#### Exhibition "Thirty Paintings from the Life of Peter the Great. 2022"

Together with the Peterhof State Museum Reserve, the State Russian Museum and the St. Petersburg Repin Academy of Fine Arts, Gazprom set up and launched the exhibition "Thirty Paintings from the Life of Peter the Great. 2022", which served as historical reconstruction of the city festival that took place in St. Petersburg 150 years ago. The pavilions of the exhibition featured digital copies of 14 historical paintings from the collection of the State Russian Museum, as well as 16 modern paintings on historical subjects painted by graduates and teachers of the St. Petersburg Academy of Fine Arts. Since its opening, the exhibition has been visited by some 500,000 people. Including the online audience, its reach was more than 3.5 million people.

#### Exhibition "Peter the Great Gallery" at the State Hermitage Museum

As part of the celebrations to mark the 350th anniversary of Peter the Great's birth, Gazprom supported the launch of a new permanent exhibition at the State Hermitage Museum. Named "Peter the Great Gallery", it will focus on the history of art and culture in Peter the Great's Russia. The exhibition will

be on display in eleven halls of the Winter Palace Courtyard and will also feature halls dedicated to the Russian culture and art dating back to the rule of Peter the Great's daughter, Empress Elizabeth, as successor to her father. The State Hermitage Museum's annual visitor count is approximately 4.3 million people.

#### Restoration of the painting "Peter the Great at Krasnaya Gorka Lighting a Fire on the Shore to Signal to his Sinking Ships" at the State Russian Museum

In 2022, with the support of PJSC Gazprom, a full cycle of restoration work was completed on the famous painting by Ivan Aivazovsky, "Peter the Great at Krasnaya Gorka Lighting a Fire on the Shore to Signal to his Sinking Ships", from the collection of the State Russian Museum. Following a comprehensive restoration process, the painting was fully ready for display and was showcased at the exhibition "Seafarer and Carpenter: Peter the Great in Russian Artistic Culture of the 18th and 19th Centuries" held at the St. Michael's Castle in the summer of 2022. The State Russian Museum receives around 2.3 million visitors each year.

#### Opening of a Monument "Peter the Great Rescuing Drowning Sailors near Lakhta"

Through the initiative of Gazprom, a monument titled "Peter the Great Saving Drowning Sailors near Lakhta" was unveiled on the northern shoreline of Lakhta Harbor in St. Petersburg, near the Lakhta Center. The monument features Peter the Great emerging from tumultuous waves while supporting two exhausted sailors. It was created by sculptor Stepan Mokrousov-Guglielmi and architect Mikhail Mamoshin.



## Project “From the City to the World. The Great Embassy – Designing the Future”

In 2022, PJSC Gazprom collaborated with the Hermitage XXI Century Foundation and the Sparta Cultural Initiatives Foundation to implement a cultural research program “From the City to the World. The Great Embassy – Designing the Future” in St. Petersburg as part of the Friends of St. Petersburg, PJSC Gazprom’s multi-purpose social project. The project showcased the interaction between cultural tradition and innovation, demonstrating how new ideas have influenced Russian culture since the era of Peter the Great. It brought together major universities, museums, and over 500,000 remote participants

and viewers of educational and public programs. The initiative featured more than 150 events of various formats held across 15 venues in St. Petersburg, Yaroslavl, Pereslavl-Zalessky and the Leningrad Region. In 2022, the Petropolis exhibition opened at the Peter and Paul Fortress, featuring an exposition set up by creative laboratories of the project participants. The exhibition focused on the development of the Peter and Paul Fortress and the State Museum of the History of St. Petersburg, showcasing the research insights of its participants into the past, present, and future of St. Petersburg.

## Film “Peter the Great: the Last Tsar and First Emperor”

During the Friends of St. Petersburg festival in 2022, Gazprom-Media Holding premiered the film “Peter the Great: the Last Tsar and First Emperor,” with the support of PJSC Gazprom. The film had eight social screenings as part of the festival run in the multimedia park “Russia – My History”. Directed by Andrey Kravchuk, it provides a detailed recreation of historical events that occurred in Russia during

the 17th and 18th centuries, including the Battle of Poltava, Battle of Narva, Azov Campaign, Siege of Nöteborg, creation of the Russian fleet, beginning of the construction of St. Petersburg, and other significant events. The film crew combined unique decorations and modern computer graphics to recreate the events. Throughout the film, historians and experts discuss the influence of Peter the Great’s policies on contemporary urban planning, governance, and industrial and economic development in Russia.



## Exhibition “Tsar Peter Alexeevich. On the Eve of Empire” in Vladivostok.

In 2022, PJSC Gazprom and the Moscow Kremlin State Historical and Cultural Museum and Heritage Site launched the exhibition “Tsar Peter Alexeevich. On the Eve of Empire” in Vladivostok, Primorye Territory. The exhibition showcased unique artefacts selected from the collection of the Moscow Kremlin museums, including personal belongings of Peter the Great, as well as items symbolizing his era. As part of the project, the exhibition catalog was released, as well as two additional publications, namely “The Polytechnic Exhibition of 1872 in the Moscow Kremlin” and “Peter the Great and the Award Order System”. The exhibition was visited by some 27,000 residents and guests of the Primorye Territory, its host region.

## Exhibition “Imperial Hall: Multinational Russia” at the Peter the Great Museum of Anthropology and Ethnography (Kunstkamera) of the Russian Academy of Sciences

In the reporting year, Gazprom supported the Peter the Great Museum of Anthropology and Ethnography (Kunstkamera) in setting up and running an exhibition dedicated to the peoples of the 18th century Russia. The Imperial Hall of the Kunstkamera served as the centerpiece of the exhibition and a link between the realms of history, science, and anthropology. The Kunstkamera receives an average of some 600,000–700,000 visitors annually.

## Exhibition “Diving into the Era of Peter the Great”

PJSC Gazprom and the Underwater Research Center of the Russian Geographical Society jointly staged the exhibition “Diving into the Era of Peter the Great” held at the Peter and Paul Fortress in St. Petersburg. The display featured a unique collection of artefacts, including military items, clothing and household objects, retrieved from the depths of the Baltic Sea as part of research expeditions aimed

at locating and exploring sunken ships from the era of Peter the Great. As of January 31, 2023, the exhibition was visited by 14,955 people.

## Project “Peter the Great’s Plein Air Painting”

The Gazprom Group marked the 350th anniversary of Peter the Great’s birth with a special project called “Peter the Great’s Plein Air Painting”. It brought together 350 young artists, including 175 students from St. Petersburg’s art schools and 175 children of workers of PJSC Gazprom’s subsidiaries and entities, who gathered at the walls of the Peter and Paul Fortress to paint St. Petersburg under the guidance of art teachers from the city’s universities and lyceums.



## Family Festival “Peter the Great’s Fair”

The Gazprom Group, supported by the Committee for Culture of St. Petersburg, hosted a major urban festival called “Peter the Great’s Fair”. The pavilions set up at one of the city’s squares showcased products from 60 regions where the Group operates and were styled to resemble the trading rows of the early 18th century. The festival also featured musical performances, traditional fair games and activities, and master classes for visitors. About 15,000 people attended the fair over the course of two days.

## 15th International Peter the Great Congress

Together with the Russian Ministry of Culture, State Hermitage Museum, Peter the Great Institute, and Likhachev Foundation, Gazprom took part in the 15th International Peter the Great Congress “Not a Wizard, but a Genius...: Peter the Great’s Personality against the Backdrop of an Era”. The jubilee congress aimed to explore various facets of the Russian emperor’s personality. The event featured talks from leading experts studying the Peter the Great era, representing cultural, scientific, and educational institutions from Russia and abroad.



### Olga Maevskaya

Teacher of Russian Language and Literature at Gazprom School in Moscow

Honored Teacher and Honorary Worker of General Education in Russia, Labor Veteran. Has been teaching Russian Language and Literature at Gazprom's corporate school since its inception in 1998.



Live photo

## Sponsorship

In 2022, the Gazprom Group was the general sponsor of VK Fest 2022, the largest open air festival held simultaneously in three Russian cities – Moscow, St. Petersburg, and Sochi. Gazprom set up three VK Fest zones in St. Petersburg, including an observation and entertainment deck styled as a gas platform, Friends of St. Petersburg project

space, where workshops and meetings with St. Petersburg restorers and famous bloggers were held, and a VR zone<sup>1</sup> offering a virtual experience of what the shoreline of the St. Petersburg's 300th Anniversary Park will look like after the redevelopment. The festival was visited by 175,000 guests, with more than 33 million people joining online.

## Support of Culture and Arts

### Friends of St. Petersburg Multi-Purpose Social Project

In 2022, Gazprom continued to implement the Friends of St. Petersburg project. Its main mission is to promote the preservation of historical and cultural heritage and the modern development of St. Petersburg. The project is set to shape relevant values among young residents of St. Petersburg, foster the creation of a unique creative environment in the city, and promote professions related to restoration, museum work, and urban development. It also aims to continue the best traditions of the St. Petersburg school of restoration, support the professional growth of young experts, and engage city residents in cultural volunteering.

In 2022, a total of 22,503 students and young professionals took part in the activities of the Friends of St. Petersburg project, with 68 experts speaking at workshops and discussion panels and conducting tours and master classes. The project's overall reach exceeded 243 million people, with its coverage on the VKontakte social network attracting 3.5 million views. Also, in 2022, the project evolved into a fully-fledged multi-purpose initiative fit for reaching out to the widest possible audience of St. Petersburg residents and guests. The project has a number of key focus areas based on the type of initiatives and their target audience:

- **mentorship** – the project's cornerstone program of workshops and lectures for students of relevant universities and colleges offered by major restoration institutions;

- **laboratory** – practical research opportunities for young talents of different professions relevant to the preservation and development of St. Petersburg;
- **creative bureau** – the project's portal and social media platform, as well as an analytical and monitoring center for urban issues, where students work together with curators;
- **volunteering** – initiating a cultural volunteering movement able to respond to the needs of the city's cultural sector;
- **immersion** – a dedicated youth educational program about St. Petersburg;
- **Friends of St. Petersburg festival** – an annual city festival of creative and educational projects focusing on the preservation of the historical and cultural heritage and the development of St. Petersburg.

The inaugural Friends of St. Petersburg festival took place in 2022, spanning 33 venues across the city, with the State Hermitage Museum, Tsarskoe Selo State Museum, Peterhof State Museum Reserve, State Russian Museum, St. Petersburg Repin Academy of Fine Arts, and Radio House among them. It featured a total of 255 events, including lectures, tours, workshops, and concerts that were attended by more than 21,000 people free of charge.

<sup>1</sup> Virtual reality (VR) is a simulated experience that employs special devices (glasses, helmets, gloves, headphones) to give the user an immersive feel of a virtual world.

As part of the project, Gazprom supported the 2nd season of immersive walks in St. Petersburg by SOMNUM. Mental Cinema, which became a highlight of the city's cultural agenda in 2022. In 2022, the immersive walks were significantly revamped and received new characters and story lines, while still taking place in the historical streets of St. Petersburg, many of which were improved using financing provided by PJSC Gazprom. During the reporting period, the immersive performance was presented 78 times to an audience of a total of 2,100 spectators.

**Partnership with Peterhof State Museum Reserve**

Since 2009, PJSC Gazprom has been a long-standing partner of the Peterhof State Museum Reserve in the restoration of the Chinese Palace in Oranienbaum.

**Partnership with Tsarskoe Selo State Museum and Heritage Site**

In 2022, PJSC Gazprom supported the creation of a VR version of the Amber Room of the Catherine Palace – an exact interactive model of the globally renowned chamber.

Furthermore, progress on the extensive “Catherine the Great’ Private Space” restoration project continued in the reporting year, aiming to recreate the interior of eight of Empress Catherine

At present, thirteen out of the palace's seventeen rooms have been restored, with the Chinese Bedroom, Dressing Room, Portrait Room, and Catherine II's Study next on the list. The restoration is projected for completion by 2024.

**Partnership with State Russian Museum**

PJSC Gazprom has partnered with the State Russian Museum on a number of restoration projects. In 2022, the Company supported the museum in presenting the exhibition “Preserving History. The Russian Museum Restoration Workshops Celebrate Their Centenary”.

II's private rooms in the Zubov Wing of the Catherine Palace. To date, the Zubov Wing has undergone significant renovation, including door and window reinforcement, brickwork restoration, and window carpentry work as well as partial installation of HVAC, video surveillance and security systems, fire alarms, and more. The project is set to continue in 2023.



**“Classical Music on Palace Square”**

In 2022, PJSC Gazprom served as the principal sponsor of “Classical Music on the Palace Square”, a grand open air concert in St. Petersburg's main square. The event has become a highlight of the city's annual celebration of its founding day.



**Support of Sports**

Gazprom has been a partner of the Russian Olympic Committee for over a decade. In the reporting year, the Company provided financial assistance for the Russian Olympic team to participate in the 2022 Winter Olympics in Beijing, China. Gazprom

was also instrumental in organizing and hosting a range of mass sports events across Russia, including Winter Sports Day, All-Russian Olympic Day, Olympic Patrol, All-Russian Walking Day, and more.

**In 2022, PJSC Gazprom became the first-time general partner of the Road of Life 53rd International Winter Marathon, one of the oldest track and field races in Russia. It is held annually since 1970 to mark the end of the Siege of Leningrad (present-day St. Petersburg) from the fascist blockade during World War II.**

In 2022, Gazprom Gaznadzor provided charitable support to the Proskurin Torch Football Academy in Voronezh. With the Company's funds, the academy was able to purchase a bus for its students, as well as medical equipment and supplies, sports gear, and more.

In 2022, Gazprom Transgaz Saratov provided assistance to the Adaptive Sports Club in Saratov by purchasing bicycles for their training sessions. Since 2019, the club has been promoting various sports for children with disabilities in Saratov, providing them with free equipment and gear.

**Honoring the Fallen in World War II**

In 2022, PJSC Gazprom championed a federal law that allows for free gas supplies to eternal flame and flame of memory memorials.

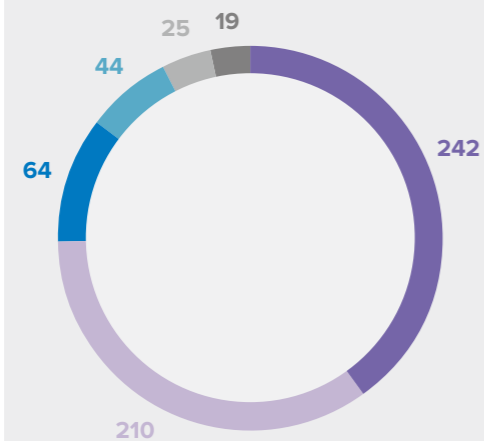
The Company also conducts maintenance, repairs and upgrades of gas equipment at such memorials, while facilitating their gasification and switching from the cylinder gas supply to pipeline gas.

## Corporate Volunteering

The Group actively engages its employees in various social and charitable initiatives and campaigns. Each year, the number of volunteers is increasing, and the range of volunteer projects is expanding.

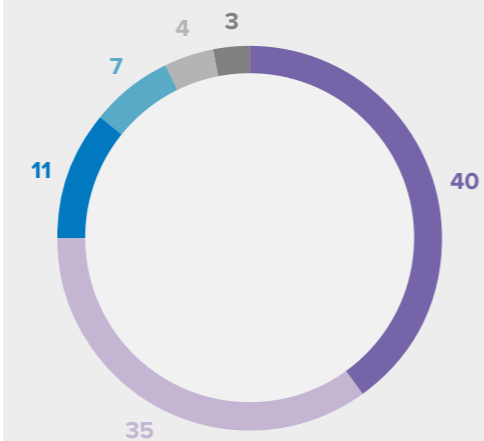
### Volunteering Projects in 2022

Gazprom Group's volunteering activities and campaigns in 2022



- Environmental protection
- Society
- Patriotism
- Animal care
- Culture and education
- Blood donation

Areas of corporate volunteering, %



- Environmental protection
- Society
- Patriotism
- Animal care
- Culture and education
- Blood donation

**115,584**  
Gazprom Group employees<sup>1</sup>  
participated in volunteering activities

<sup>1</sup> The total number of employees who participated in all volunteering campaigns (for example, if one person participated in two campaigns, they are counted twice).



Child's drawing by: Kseniya Prostak

### Alexandra Osipova

Senior geologist of the subsoil licensing and managing team at Gazprom Dobycha Irkutsk

Actively involved in volunteering for Gazprom-sponsored care home and animal shelter.

Live photo



### Environmental Campaigns

- Employees of Gazprom Dobycha Irkutsk joined the city-wide Plant a Tree, Revive the Earth campaign. Over 2,000 volunteers participated in the campaign, planting a total of 5,000 pine seedlings.
- Employees of Gazprom Dobycha Nadym are actively involved in federal and regional environmental protection projects, including Green Spring, Water of Eurasia, Victory Forest, and Clean Yamal. In 2022, company volunteers worked to clean up the territory of two of the largest production assets (Kharasaveyskoye and Bovanenkovskoye fields), removing over 400 tons of scrap metal and 200 tons of waste.
- Volunteers from Gazprom Dobycha Krasnodar organized a Saturday clean-up event on Yasenskaya Spit in the Primorsko-Akhtarsky District of the Krasnodar Territory. The company's volunteer team collected over six tons of waste along the spit's shoreline.



### Patriotic and Humanitarian Programs

- With the support of trade unions, the Gazprom Group entities actively supported participants of the special military operation, their family members and refugees from the territory affected by the special military operation. The support measures included running charity events, collecting voluntary donations, setting up support funds, organizing recreation for children, collecting humanitarian aid, volunteering at temporary shelters, assisting medical institutions, holding donor events, and more.
- Employees of Gazprom Dobycha Yamburg launched a fundraising campaign for the World War II veterans from among the company's retirees living in different regions of Russia. As part of the campaign, employees make voluntary donations to the Social Support Foundation, which keeps the register of veterans and makes annual distributions to each of them.
- In 2022, the Gazprom Workers' Union and Gazprom Transgaz Volgograd completed the military and historical campaign "Memory Watch – 2022 Stalingrad Frontier", with 35 Gazprom Group entities taking part. The participants searched battlefields and recovered the remains of ten Red Army soldiers who had heroically fought and perished at Stalingrad. After the identification procedure, all the fallen servicemen will be buried with honors.

### Social Support and Education

- Gazprom Dobycha Noyabrsk launched a targeted social support campaign, where each volunteer provides assistance to a specific person. Company employees purchase and deliver groceries to those in need, do minor repairs, and help with other household issues. The company has also installed a Kindness Container to collect items that are then sorted and given to those in need on a weekly basis. Volunteers help people in difficult situations by assisting with document recovery and accompanying them to relatives in other regions after hospitalization.
- Employees of Gazprom Pererabotka Blagoveshchensk implemented the Safety and Me social and educational project. The company's volunteers teamed up with the Vizit youth center in the local town of Svobodny to organize and conduct a series of interactive lectures for schoolchildren on occupational health and safety standards and rules of conduct in emergencies, and also prepared information stands, memos and memorabilia. The project was recognized as one of the best regional volunteering initiatives.

### Blood Donation

- In 2022, the Gazprom Workers' Union and its structural organizations held more than 140 donor campaigns, which brought together more than 6,700 workers' union members.
- In 2022, Gazprom Transgaz Krasnodar held a two-day Give Hope for Life – Become a Donor campaign in the Krasnodar Territory, Rostov Region, and the Republic of Adygeya. Over 200 people took part in the event. The donated biomaterials were sent to Territorial Clinical Hospital No. 1 and the Clinical Oncologic Center.
- In 2022, Gazprom Transgaz Tomsk held a traditional blood donation campaign. Over 150 employees visited the regional Blood Center to join the Donor Marathon. The number of company donors is growing every year. Since 2011, when Gazprom Transgaz Tomsk held its first donor event, more than 13,000 blood donations have been made, with donation evolving to become a major part of corporate culture.



# Environmental Protection

**-12.2%**  
GHG emission<sup>1</sup>

**-19.6%**  
total energy  
consumption

**-4.7%**  
total water  
consumption



<sup>1</sup> Scope 1.

# Environmental Protection Strategy

## Material topic



6. The Gazprom Group's legal compliance



13. Emissions management at the Gazprom Group

**The Gazprom Group is committed to preserving our environment for the present and future generations, reducing the negative environmental impact of its operations, and strictly complying with environmental standards and requirements. We foster cooperation in this domain with various stakeholders – local communities, employees, government agencies and non-profit organizations.**

The Gazprom Group has set long-term strategic goals in environmental protection, including:

- reducing environmental footprint;
- resource saving and climate protection;
- biodiversity preservation;
- making production processes more energy efficient and cutting GHG emissions;
- protecting the interests and rights of indigenous minorities to preserve traditional lifestyles and original living environments;
- improving environmental competencies of staff, increasing employee engagement in reducing relevant risks, consistently enhancing the environmental management system (EMS) and performance indicators;
- making environmental data available to every stakeholder.

### Key documents

- Environmental Policy of PJSC Gazprom<sup>1</sup>
- Comprehensive Environmental Program of PJSC Gazprom for 2020–2024

The Comprehensive Environmental Program of PJSC Gazprom is the underlying document formalizing the Group's environmental commitments and implementation mechanisms.

These commitments include guaranteeing environmental safety, in particular, during the development of hydrocarbon fields in the continental shelf and the Arctic Zone of the Russian Federation, and minimizing the risks of adverse environmental impacts on highly vulnerable natural environments and the environments that need to be protected and preserved as a matter of crucial importance.

The policy's key tool is the EMS covering all governance levels.

Another core environmental document is the Comprehensive Environmental Program of PJSC Gazprom for 2020–2024 regulating the transition to consumption limits and adoption of best available technologies.

We fulfil all our commitments and require that our partners, contractors and counterparties do the same.



## Key indicators of the Gazprom Group's environmental performance in 2022

**RUB 89,138.75 million**  
total environmental protection expenditures

**213,533.64 thousand tons of CO<sub>2</sub> equivalent**  
GHG emissions (Scope 1)

**15.05 thousand ha**  
area of remediated land

**2,937.95 mcm**  
water discharge into surface water bodies

**2,588.59 thousand tons**  
waste generation

**2,155.25 thousand tons**  
pollutant emissions

## Implementation of the Environmental Policy

The Company's EMS comprises structural units of PJSC Gazprom's Administration, 37 wholly owned subsidiaries engaged in the Group's core activities, Gazprom VNIIGAZ Corporate Research and Development Center for Environmental Protection and Energy Performance, and the Environmental Inspectorate of PJSC Gazprom.

Environmental targets are set for three years.

In 2022, PJSC Gazprom approved its 2023–2025 Corporate Environmental Targets using the 2018 performance as the baseline.

Every year, PJSC Gazprom defines material environmental aspects for the EMS to update its environmental targets, develop environmental protection programs and put them into action.



<sup>1</sup> Approved by resolution of the Management Committee of OJSC Gazprom No. 21 dated May 21, 2015.

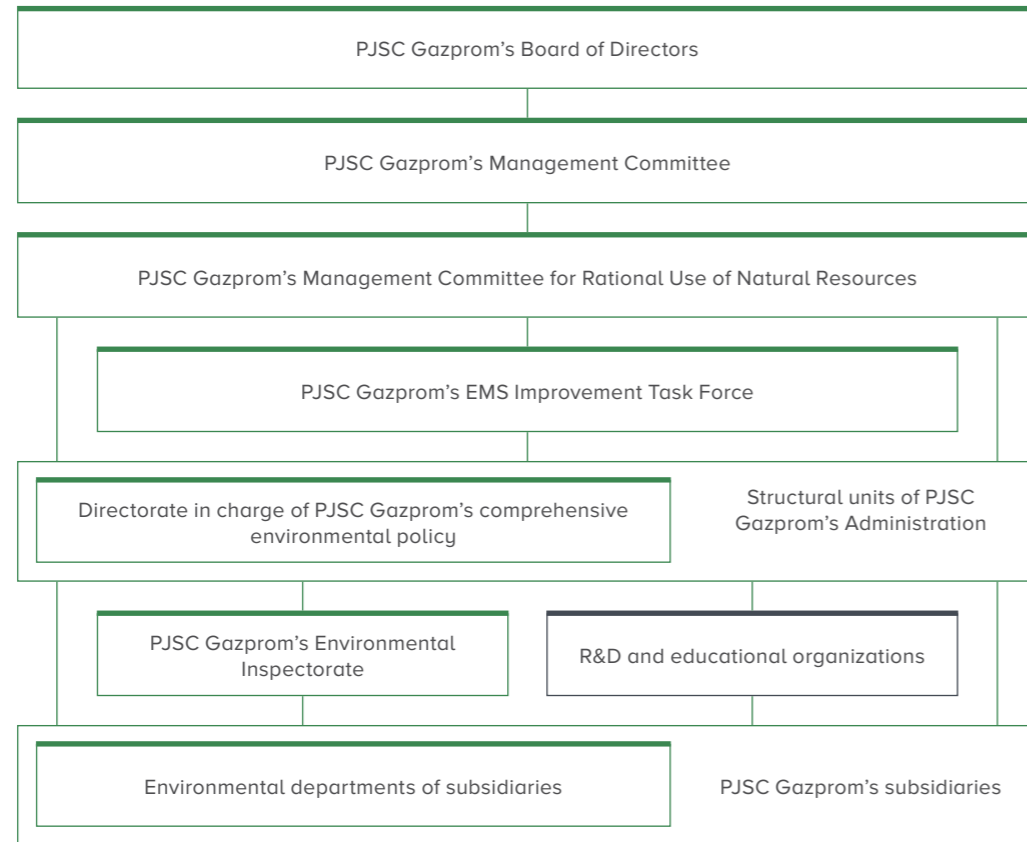


**Achievement of the Corporate Environmental Targets by PJSC Gazprom, %**

Corporate Environmental Target	Organizations within the EMS scope	Baseline (2018)	Actual performance (2021)	Target achievement status	Actual performance (2022)	Target achievement status	Comment
Reduce GHG emissions during transportation of natural gas, t of CO <sub>2</sub> equivalent / bcm·km	All subsidiaries involved in natural gas transportation	55.30	52.25	↓ 5.52%	44.80	↓ 18.99%	The reduction in GHG emissions was due to energy saving efforts, innovations, greater reliance on resource-saving solutions, and decreases in natural gas consumption for fuel purposes and in product transportation volume as a result of lower gas supplies.
Reduce nitrogen oxide emissions in the atmosphere during transportation of natural gas, t/mcm	All subsidiaries involved in natural gas transportation	4.23	4.07	↓ 3.78%	4.03	↓ 4.73%	The reduction in nitrogen oxide emissions was due to a decrease in production and energy saving efforts.
Reduce excessive discharges of pollutants into surface water bodies, %	All subsidiaries	5.29	0.12	↓ 5.17 p.p.	0.01	↓ 5.28 p.p.	The reduction was due to initiatives boosting the efficiency of water use for production and utility purposes and improving the wastewater treatment quality.
Reduce the share of waste sent for burial in the total waste managed, %	All subsidiaries	38.28	14.26	↓ 24.02 p.p.	13.44	↓ 24.84 p.p.	Less waste was generated across all business segments due to fewer wells drilled and the completion of programs to repair fixed assets, including gas trunklines.  The share of waste sent for burial went down thanks to adopted best available technologies and more efficient management of production and consumption waste as a result.
Reduce the share of subsidiaries whose fees for excessive negative environmental impact are above 5%, %	All subsidiaries	35	13.51	↓ 21.49 p.p.	5.41	↓ 29.59 p.p.	The share of fees for excessive environmental impact went down due to the timely issuance of permits and keeping the impact within the limits.

 In 2022, the Company achieved all 2020–2022 Corporate Environmental Targets by delivering against its Comprehensive Environmental Program for 2020–2024.

**Structure of PJSC Gazprom's Environmental Management System**



The Management Committee of PJSC Gazprom is its supreme governance body for environmental protection management. To improve our corporate system of managing energy efficiency, environmental impact and sustainable development, we set up a Coordinating Committee for Rational Use of Natural Resources.

The directorate in charge of the comprehensive environmental policy and energy efficiency improvement policy oversees the Group's environmental efforts.

The Company put in place an Energy Efficiency Improvement Task Force to ensure comprehensive environmental management and its coordination.

**In 2022, the Company passed a surveillance audit to confirm the EMS compliance with the national GOST R ISO 14001-2016 standard<sup>1</sup>.**



<sup>1</sup> Compliance certificate No. 22.1724.026 dated December 2, 2022.

## Environmental Safety of Production Facilities

In 2022, we remained focused on mitigating our environmental impact as we implemented best available technologies, improved energy efficiency, reduced our carbon

footprint, and contributed significantly to the low-carbon development of Russia and the countries importing Russian gas.

## Prevention of Natural Gas Leaks

In 2022, the Company delivered record results in eliminating natural gas leaks. A full range of gas saving technologies helped prevent the release of over 2.3 bcm of gas, or more than 70% of potential release during repairs. In 2022, natural gas release into the air during repairs went down by over 42% compared to 2018.

Mobile compressor stations are one of the best ways to prevent such release. In 2022, these stations prevented over 870.75 mcm of gas from bleeding, with the figure for 2018–2022 standing at 2.21 bcm.

## Environmental Training of Employees

In 2022, more than 8,000 Group employees completed environmental training programs. Efforts to promote environmental education

and culture are key to increasing general awareness of sustainable development and building the right competencies.

Indicator	2020	2021	2022	Change 2022/2021, %
Number of employees who received environmental training	7,999	7,429	<b>8,055</b>	+8.4
• Including employees who received training in the EMS	1,927	1,957	<b>1,680</b>	-14.2

For more details on environmental training programs for the Gazprom Group's employees, see **PJSC Gazprom Environmental Report 2022**.

## Monitoring Compliance with Environmental Laws by Suppliers and Contractors

When selecting suppliers and contractors, the Group checks the availability of documents confirming their compliance with environmental requirements, and the appropriate technical infrastructure if necessary.

PJSC Gazprom is the only Russian company that boasts its own environmental and energy inspection bodies in charge of monitoring the compliance of its subsidiaries and contractors with legislative requirements, corporate standards and regulations on energy saving and environmental protection, and ensuring corporate control over energy consumption efficiency.

Subsidiaries of PJSC Gazprom have a construction control system in place to monitor that the suppliers and contractors working at the Company's facilities observe obligations stipulated by PJSC Gazprom's Environmental Policy and fulfil relevant requirements.

As part of investment project development, PJSC Gazprom's experts perform a comprehensive environmental impact assessment to analyze the baseline state of key elements in ecosystems and identify the most vulnerable flora and fauna species. They also develop a set of measures to maintain balance in nature and minimize the environmental damage.

A special attention is paid to environmental safety in the Arctic Zone. The Company continuously monitors permafrost and takes steps to make structures more stable and resilient.



# GHG Emissions Management

In managing its GHG emissions, Gazprom is guided by the following goals and objectives:

- Russia's 2050 Social and Economic Development Strategy with Low Greenhouse Gas Emissions<sup>1</sup>;
- Climate Doctrine of the Russian Federation<sup>2</sup>;
- decree No. 666 of the President of the Russian Federation On Reducing Greenhouse Gas Emissions dated November 4, 2020;
- Federal Law No. 296-FZ On Limiting Greenhouse Gas Emissions dated July 2, 2021;
- Concept for the Formation of a Monitoring, Reporting and Verification System for Greenhouse Gas Emissions in Russia<sup>3</sup>.

## Key documents

In 2022, PJSC Gazprom developed its Climate Roadmap through 2050, which sets out targets and steps to reduce and offset GHG emissions and describes activities to adjust PJSC Gazprom's production activities to climate change in the short, medium and long term.

The Climate Roadmap is designed to reduce direct and indirect GHG emissions and put the Gazprom Group on a low-carbon trajectory that is financially and environmentally sustainable.

The Group's climate change management policy is underpinned by commitment to improve energy efficiency and technology level of operations.

The most effective technologies to reduce GHG emissions into the air include:

- repairs, replacement or upgrade of gas pumping units;

- increased venting of residual gas ahead of pipeline maintenance;
- utilisation of gas to meet internal process needs;
- use of pipes with smooth internal coating in gas transportation;
- implementation of telemetry to monitor and manage operational processes;
- reduction of gas losses during repairs that use mobile compressor stations.



<sup>1</sup> Approved by resolution of the Russian Government No. 3052-r dated October 29, 2021.

<sup>2</sup> Approved by resolution of the President of the Russian Federation No. 861-rp dated December 17, 2009.

<sup>3</sup> Approved by resolution of the Russian Government No. 716-r dated April 22, 2015.

## Corporate GHG Emission Reduction Targets

KPI targets, including GHG emission reduction target, are set out in the Long-Term Development Program of PJSC Gazprom (Gazprom Group) and the innovative development program. The baseline year is year 2018.

Reduction of specific GHG emissions in CO<sub>2</sub> equivalent (KPI 4) and reduction of specific fuel and energy consumption for internal process needs and losses (KPI 3) are included into the annual bonus system for the PJSC Gazprom management.

In addition, PJSC Gazprom's Climate Roadmap through 2050 defines target levels of Scope 1, 2 and 3 GHG intensity for Gazprom through 2050.

Corporate progress against the Climate Roadmap will be monitored annually. If needed, experts will be engaged

# 11.2%

target reduction of specific GHG emissions by 2030

# 55.3

tons of CO<sub>2</sub> equivalent / bcm·km

reduction of GHG emissions during natural gas transportation in terms of volumes of gas transported<sup>1</sup>

with relevant experience in monitoring GHG emissions. The Climate Roadmap may also be updated as necessary.

## Control and Accounting of GHG Emissions

All Gazprom Group companies perform control and accounting of GHG emissions using the same procedure based on the Methodology for the Quantification of Greenhouse Gas Emissions<sup>2</sup>.

### Gazprom Group GHG emissions (Scope 1), mmt of CO<sub>2</sub> equivalent

Indicator	2020	2021	2022	Change 2022/2021, %
<b>Total Gazprom Group GHG emissions (Scope 1), incl.:</b>	210.32	243.28	<b>213.53</b>	-12.2
PJSC Gazprom, incl.:	100.97	119.87	<b>91.02</b>	-24.1
• production	14.27	17.95	<b>15.63</b>	-12.9
• transportation	77.61	93.09	<b>66.03</b>	-29.1
• processing	6.83	5.90	<b>6.82</b>	+15.6
• underground storage	1.13	1.66	<b>1.22</b>	-26.5
• other	1.13	1.27	<b>1.32</b>	+3.9

The reduction in GHG emissions was due to energy saving efforts, innovations, greater reliance on resource-saving solutions, and decreases in natural

gas consumption for fuel purposes and in product transportation volume as a result of lower gas supplies.

### Gazprom Group GHG emissions (Scope 2), mmt of CO<sub>2</sub> equivalent

Indicator	2020	2021	2022	Change 2022/2021, %
<b>Total Gazprom Group GHG emissions (Scope 2), incl.:</b>	12.4	13.8	<b>11.11</b>	-19.4
PJSC Gazprom, by key types of activities, incl.:	4.7	6.08	<b>4.02</b>	-33.9
• production	0.35	0.35	<b>0.31</b>	-11.4
• transportation	2.47	3.33	<b>1.84</b>	-44.7
• processing	1.83	2.34	<b>1.83</b>	-21.8
• underground storage	0.05	0.06	<b>0.04</b>	-33.3

### The Gazprom Group Russian entities' specific GHG emissions (Scope 1), kg of CO<sub>2</sub> equivalent / toe of sold products

Entity	2020	2021	2022	Change 2022/2021, %
The Gazprom Group's gas business	239	253	<b>249</b>	-1.6
Gazprom Neft	218	220	<b>218</b>	-0.9
Gazprom Energoholding	3,490	3,552	<b>3,675</b>	+3.5

### Specific GHG emissions (Scope 3) for the Gazprom Group's sold products, kg of CO<sub>2</sub> equivalent / boe of sold products

Indicator	2020	2021	2022	Change 2022/2021, %
Specific GHG emissions (Scope 3))	301.4	301.2	<b>302.6</b>	+0.5

<sup>1</sup> The 2020–2022 corporate environmental target for GHG emission reduction during natural gas transportation in terms of volumes of gas transported has been set relative to the level of 55.3 tonnes of CO<sub>2</sub> equivalent / bcm·km.

<sup>2</sup> Approved by order of the Russian Ministry of Natural Resources and Environment No. 371 dated May 27, 2022.

### Developing Methods to Monitor and Cut Methane Emissions

In 2022, methane emissions from PJSC Gazprom's production facilities decreased by 171,000 tons compared to 2021. The reduction was due to energy saving efforts, innovations, greater reliance on resource-saving solutions, and decreases in natural gas consumption for fuel purposes and in product transportation volume as a result of lower gas supplies.

The growth in methane emissions during gas production was caused by an increase (of more than five times) in the volume of repairs on the back of operational need to overhaul interfield pipeline sections.

The increase in methane emissions during refining was due to the need to carry out a process safety audit of communications between workshops at the Surgut Condensate Stabilization Plant (conducted once in eight years). For audit purposes, gas pipelines had to be emptied, with gas flared or burnt on venting pipes.

In 2022, Gazprom Transgaz Yekaterinburg tested an innovative system to utilize flue gas of gas turbine engines of gas pumping units. With the novel technology, exhaust heat is utilized and emissions of carbon dioxide are reduced as some of it is converted into waste energy sources such as dimethyl ether and methanol.

The equipment of the Astrakhan GPP and the Orenburg Helium Refinery was also prepared for scheduled maintenance and commissioning after repairs. In 2022, the Plant for Condensate Preparation for Transportation in Novy Urengoy put new facilities in operation.

In other operations, the increase in methane emissions was attributable to the commissioning of new facilities of Gazprom Gazomotornoye Toplivo.

#### Methane emissions from PJSC Gazprom's business activity and production process, thousand tons<sup>1</sup>

Segment	2020	2021	2022	Change 2022/2021, %
Production	47.72	59.84	82.09	+37.2
Transportation	952.65	897.34	706.11	-21.3
Processing	1.25	1.10	2.84	+158.2
Underground storage	16.63	19.98	14.95	-25.2
Other	2.43	2.80	4.17	+48.9

<sup>1</sup> According to the Methodology for the Quantification of Greenhouse Gas Emissions by Organizations approved by order No. 371 of the Russian Ministry of Natural Resources and Environment dated May 27, 2022.

### Advancing the NGV Fuel Market

When used as motor fuel, gas contributes to considerable reductions in pollutant emissions and environmental footprint across Russia. The NGV fuel market is a focus area for Gazprom.

**3.14 bcm**  
annual capacity  
of Gazprom's CNG filling stations<sup>1</sup>

**7** low-tonnage LNG  
production, storage and shipment terminals

**979.2 mcm**  
CNG sales in 2022 (+3.3%)

As motor fuel, natural gas is used in two forms: compressed and liquefied.

**Compressed natural gas (CNG)** is sold through CNG filling stations, where it is treated, dried, pressurized in a compressor and sent to a vehicle's tank at a pressure of 200 atm.

**Key consumers of CNG** are passenger vehicles, light trucks, light-duty vehicles and municipal service vehicles.

**Liquefied natural gas (LNG)** — is natural gas cooled down to -161.5 °C. Upon cooling, gas takes liquid form, with its volume reduced 600 times. LNG is transported and stored in cryogenic tanks and sold to consumers via cryogenic filling stations or CNG filling stations with cryogenic equipment.

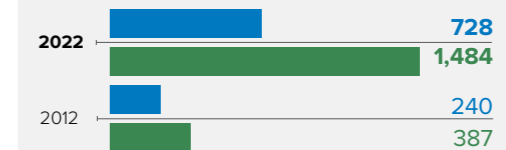
**Key consumers of LNG** are long-distance motor vehicles, railways, water transport, and quarry and agricultural machines.

Gazprom Gazomotornoye Toplivo is the single operator responsible for the development of the NGV fuel market in Russia. The company sells gas as motor fuel and develops a retail network of CNG filling stations across Russia under the Gazprom and EcoGas brands.

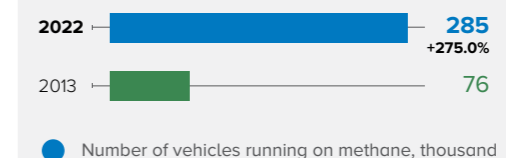
The existing gas filling network of the Gazprom Group entities and Gazprom Gazomotornoye Toplivo covers 64 Russian regions in eight federal districts.

As of December 31, 2022, the Gazprom Group entities and Gazprom Gazomotornoye Toplivo owned 423 CNG filling stations with a capacity of 3.14 bcm per year.

#### Progress of the Russian NGV market over the past ten years



#### Expansion in Russian fleet of vehicles running on methane over the past nine years



<sup>1</sup> CNG filling stations of the Gazprom Group entities, Gazprom Gazomotornoye Toplivo and its subsidiaries as of December 31, 2022.

In 2012–2022, the Russian gas filling network tripled in size, with annual NGV sales expanding 3.8 times. The fleet of vehicles running on NGV grew by 275% between 2013 and 2022. In 2022 alone, a total of 26,500 vehicles were added to the fleet. Of them, 11,100 vehicles were converted to gas under marketing programs of Gazprom Gazomotornoye Toplivo, with the remaining 6,440 vehicles made by Russian automotive producers.

A strong incentive that helped increase the number NGV vehicles and boost commissioning of gas filling infrastructure

came from a federal project to develop the market for natural gas as motor fuel, which is run as part of the Energy Sector Development federal state program. The project offers subsidies to convert vehicles to NGV and construct CNG filling stations so as to bring total consumption of natural gas as motor fuel to at least 2.72 bcm as at the end of 2024.

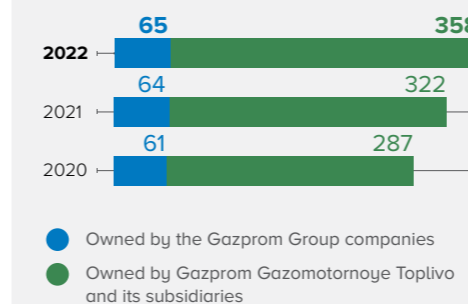
In the reporting year, we put together lists of prioritized regions in terms of retail network and sales growth efforts<sup>1</sup>.

Regions prioritized for retail network expansion	Regions prioritized for sales growth
Altai Territory	Volgograd Region
Krasnodar Territory	Leningrad Region
Leningrad Region	Moscow
Moscow Region	Republic of Bashkortostan
Novosibirsk Region	Republic of Tatarstan
Orenburg Region	Rostov Region
Primorye Territory	Samara Region
Samara Region	St. Petersburg
St. Petersburg	Sverdlovsk Region
Sverdlovsk Region	Tula Region
Tambov Region	
Tver Region	

In 2020, the Gazprom Group adopted the Highway Strategy – the Gazprom Group’s Federal Highway CNG/LNG Infrastructure Development Program<sup>2</sup>. Under the document, Gazprom Gazomotornoye Toplivo is collaborating with the Federal Road Agency (Rosavtodor) and the Russian Highways State Company (Avtodor) to set up gas filling infrastructure facilities along highways managed by Rosavtodor and Avtodor. In early 2023, PJSC Gazprom updated the Strategy, providing for 274 new facilities to be added to the Gazprom Group’s gas filling infrastructure<sup>3</sup>.

In the reporting year, the CNG filling network of Gazprom and Gazprom Gazomotornoye Toplivo grew by 9.6% to 423 stations.

Number of CNG filling stations owned by the Gazprom Group and Gazprom Gazomotornoye Toplivo in Russia as of December 31, 2022<sup>1</sup>



As of December 31, 2022, total capacity of CNG filling stations owned by the Gazprom Group entities and Gazprom Gazomotornoye Toplivo and its subsidiaries stood at 3.14 bcm per year. In 2022, the volume of CNG sales by CNG filling stations of the Gazprom Group and Gazprom Gazomotornoye Toplivo increased by 3.3%, with another 77.8 mcm of CNG sold by Gazprom Gazomotornoye Toplivo under a resale model via partner facilities that are not included in the retail network of Gazprom Gazomotornoye Toplivo.

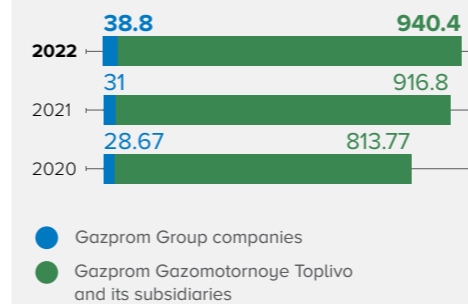
The Gazprom Group’s CNG filling stations operate in Belarus (27 stations), Armenia (7 stations), and Kyrgyzstan (4 stations). In 2022, total CNG and LNG sales through these stations grew by 3.1% vs. 2021 to 85.87 mcm.

### Transition of Gazprom’s Vehicles to NGV Fuel

Since 2014, PJSC Gazprom has been working to make sure the fleet of its subsidiaries engaged in the Group’s core activities transitions to NGV fuel. In the reporting year, we approved the Program to Expand the Use of Natural Gas as Motor Fuel at Own Fleet of the Gazprom Group Entities for 2023–2025.<sup>3</sup>

As at the end of 2022, subsidiaries engaged in the Group’s core activities operated a total of 14,050 vehicles running on NGV fuel. Those make up 63% of all Company vehicles that can potentially be transitioned to NGV fuel.

Volume of CNG sales by CNG filling stations of the Gazprom Group and Gazprom Gazomotornoye Toplivo in Russia<sup>2</sup>, mcm



<sup>1</sup> As per resolution of the Board of Directors of Gazprom Gazomotornoye Toplivo No. 282 dated August 22, 2022.

<sup>2</sup> Approved by order of PJSC Gazprom No. 447 dated October 28, 2020.

<sup>3</sup> In accordance with instruction of the Chairman of the Management Committee Alexey Miller No. 01-105 dated January 13, 2023.

<sup>1</sup> In addition to the above facilities of Gazprom Gazomotornoye Toplivo, another 11 CNG filling stations were put into operation by third parties under franchise agreements.

<sup>2</sup> Including CNG sales by facilities of Gazprom Neft – Alternative Fuel.

<sup>3</sup> Order of PJSC Gazprom No. 388 dated September 29, 2022.

Also, in-house programs to expand the use of natural gas as motor fuel in 2023–2025 have been developed and put in place at Gazprom GNP Holding, Gazprom Mezhregiongaz, Gazprom Energoholding and Gazstroyprom.

In 2022, PJSC Gazprom and KAMAZ signed two agreements on cooperation. Under the two documents, the car maker will develop pilot motor vehicles running on NGV fuel and tailored to meet the needs of Gazprom and its subsidiaries.

The pilot vehicles will be tested in real life conditions at Gazprom's production facilities. The Group will select the testing sites and will be involved in both the testing process and approval of the results.

#### Development of Low-Tonnage LNG facilities

Gazprom is actively working to set up new low-tonnage LNG facilities. They serve as strong drivers that help develop Russian regions, diversify business activities, and reduce Gazprom's carbon footprint. In 2022, the LNG production infrastructure included seven LNG production, storage and shipment terminals.

Three projects to construct such terminals are currently at the implementation stage in the Amur, Tver and Tomsk Regions. Also, as part of the Gas Infrastructure Expansion

By the end of 2025, the Gazprom Group plans to grow its gas-powered fleet to 23,326 vehicles. Between 2014 and 2025, total consumption of NGV fuel is expected to reach 836 mcm.

#### Progress in transition of Gazprom's vehicles to NGV fuel in 2014–2022

**510 mcm**

total consumption of natural gas as fuel

**RUB 12.069 billion<sup>1</sup>**

savings related to replacement of liquid motor fuel with natural gas

**241,000 tons**

reduction in pollutant emissions into the air

Program of the Sakhalin Region, a feasibility study is currently underway for LNG production and shipments to the Kuril Islands to define optimal technical, process and logistics solutions.

In the reporting year, Gazprom Group subsidiaries sold 24,200 tons of low-tonnage LNG, an 8.5% increase vs. 2021.

<sup>1</sup> Including VAT.

# Energy Saving

## Improving Energy Efficiency

Improving energy efficiency is a strategic priority for PJSC Gazprom. Our efforts in this direction will facilitate the Group's competitiveness in the Russian and global

markets, help us reduce our impact on the environment and climate and enhance the economic efficiency of production.

### Key Documents

- Energy Efficiency and Energy Saving Policy of PJSC Gazprom<sup>1</sup>
- Energy Saving and Energy Efficiency Improvement Program of PJSC Gazprom



## Energy-saving Management

PJSC Gazprom is developing a three-year Energy Saving and Energy Efficiency Improvement Program (the "Program") for its core activities such as hydrocarbons production and transportation, underground storage, processing, distribution of natural gas, power and water supply to the Unified Gas Supply System facilities and the operation of UGSS power-generating equipment. The Program's current edition (for 2022–2024) was approved in 2022.

Its short-term priorities include lower natural gas and electricity consumption associated with compression and prevention of gas bleeding during repairs at UGSS facilities.

To achieve the Program's targets, we will do the following:

- build new high energy efficiency facilities;
- upgrade gas pumping units to significantly cut fuel gas consumption and GHG emissions;
- introduce technologies and develop solutions to streamline the operation of energy equipment at UGSS facilities and reduce gas losses;
- implement natural gas saving measures, perform well surveys without releasing gas into the atmosphere, use mobile compressor stations (MCS) for natural gas evacuation during repairs, detect and eliminate gas leaks on process equipment.

<sup>1</sup> Approved by resolution of the Management Committee of PJSC Gazprom No. 39 dated October 11, 2018.

## Energy Efficiency Management System

The energy efficiency management system embraces business units of PJSC Gazprom's Administration and 28 subsidiaries engaged in production and transportation, gas underground storage and processing, power

and water supply to the Unified Gas Supply System facilities and the operation of UGSS power-generating equipment.

The Company approved the following corporate energy targets for 2023–2025:

- improve PJSC Gazprom's energy efficiency;
- save fuel and energy resources in natural gas production, transportation, underground storage, processing and distribution;
- improve PJSC Gazprom's management of energy efficiency.

**RUB 19.75 billion**

total financial benefit from fuel and energy savings

### Achievement of the 2020–2022 Corporate Environmental Targets by PJSC Gazprom in 2022

Corporate Environmental Target	Baseline (2018)	2020	2021	Target (2022)	Actual (2021)	Reason for change
Reduce specific consumption of fuel and energy in transportation	100%	–10.8%	+1.8%	–1.2%	–13.5%	The lower figure is due to a 15.47% decrease in product transportation versus the 2018 level and energy-saving measures
Natural gas savings, mcm	2,951.9	3,273.8	4,009.0	3,866.3	4,015.5	Excessive actual fuel and energy savings versus the target are due to more efficient fuel and energy saving measures
Electricity savings, million kWh	364.2	305.9	377.8	400.5	407.2	
Heat savings, thousand Gcal	235.9	251.9	185.8	239.6	227.9	
Certification of conformity within the scope and perimeter of PJSC Gazprom's energy efficiency management system	No certificate	Certification of conformity within the scope and perimeter of PJSC Gazprom's energy efficiency management system	Certification of conformity within the scope and perimeter of PJSC Gazprom's energy efficiency management system	Certification of conformity within the scope and perimeter of PJSC Gazprom's energy efficiency management system	Certification of conformity within the scope and perimeter of PJSC Gazprom's energy efficiency management system	Certification of the energy efficiency management system covers production and treatment of natural gas and gas condensate, transportation of natural gas, energy, heat and water supply, operation of the power-generating equipment at the UGSS facilities, underground gas storage, and hydrocarbon feedstock processing

Energy performance indicators used to assess 2023 achievements are:

- reduction in specific consumption of fuel and energy for internal process needs of gas trunkline transportation versus the 2018 level – by **10%**;
- natural gas savings – **3,472.6 mcm**;
- electric power savings – **427.9 million kWh**;
- heat savings – **384.5 Gcal**;
- NGV fuel savings – **12.0 thousand tons of reference fuel**;
- alignment of PJSC Gazprom's energy efficiency management system with government and corporate requirements in energy efficiency.

**4.83 million tons**  
of reference fuel –  
actual fuel and energy savings in 2022







### Natalia Kruglova

Chief Process Engineer at Gazprom

Coordinates efforts to improve energy efficiency at Gazprom's subsidiaries, manages initiatives to reduce natural gas losses during operation, repair and reconstruction of gas pipelines.



Live photo

#### Energy consumption by the Gazprom Group, million GJ

Indicator	2020	2021	2022	Change 2022/2021, %
Total energy consumption at the Gazprom Group <sup>1</sup>	2,590.8	3,102.5	2,495.8	-19.6
Total energy consumption from non-renewable sources at the Gazprom Group <sup>2</sup>	3,287.5	3,917.0	3,357.8	-14.3
Total energy consumption from renewable sources at the Gazprom Group	47.8	47.3	47.3	-0.01
Electricity, heating, cooling and steam purchased for consumption by the Group companies	188.4	197.7	197.2	-0.3
Own electricity, heating, cooling and steam production <sup>3</sup>	123.0	123.2	130.6	+6.0
Electricity, heating, cooling and steam sold	932.9	1,059.5	1,106.5	+4.4

RES power consumption and electricity, heating, cooling and steam sold are recalculated to include electricity generation and supply at Gazprom Energoholding's hydro power plants.

#### Total heat and electricity consumption by the Gazprom Group for internal process needs

Energy type	2020	2021	2022	Change 2022/2021, %
Electric power, thousand kWh	36,182,406.7	38,422,954.3	38,459,094.3	+0.09
Heat, GJ	180,968,527.2	182,596,941.9	188,930,725.9	+3.5

#### Total energy consumption from non-renewable sources at the Gazprom Group, million GJ

Energy type	2020	2021	2022	Change 2022/2021, %
Crude oil fuels (gasoline, jet kerosene, fuel oil, LNG)	367.2	407.4	294.1	-27.8
Natural gas	2,811.9	3,409.3	3,014.6	-11.6
Coal	108.4	100.3	49.1	-51.0
Other resources	0.0	0.0	0	0
Total from non-renewable sources	3,287.5	3,917.0	3,357.8	-14.3

Coal consumption more than halved due to migration of Novochoerkasskaya GRES (OGK-2) to natural gas.

<sup>1</sup> The sum of the lines, except for the line indicating own production ("Volume of own electricity, heating, cooling and steam production") less electricity, heating, cooling and steam sold.

<sup>2</sup> For more details, see the table below.

<sup>3</sup> Own generation for internal needs.

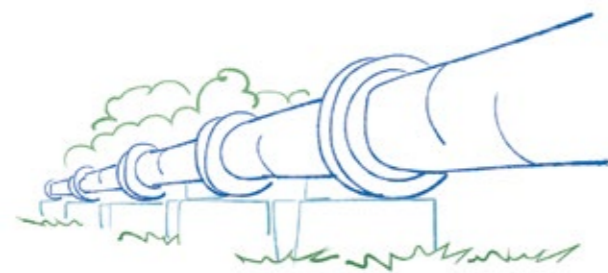
### Energy intensity of core operations

Indicator	2020	2021	2022	Change 2022/2021, %	Reason for change
Gas production, kg of reference fuel per thousand m <sup>3</sup>	20.99	23.13	25.12	8.6	Natural gas and electricity consumed for internal process needs of production operations are taken into account to calculate the indicator.  The increase is due to higher fuel and energy consumption for gas compression to offset a decrease in formation pressure at several fields.
Gas transportation, kg of reference fuel per mcm·km	24.86	28.34	24.08	-15.02	Natural gas and electricity consumed for internal process needs of gas trunkline transportation are taken into account to calculate the indicator.  The lower figure is due to energy-saving measures and a decrease in product transportation versus the 2021 level.
Underground gas storage, kg of reference fuel per thousand m <sup>3</sup>	7.04	7.74	7.47	-3.5	Natural gas and electricity consumed for internal process needs of natural gas injection and withdrawal from underground storage are taken into account to calculate the indicator.  The decrease in specific consumption of fuel and energy comes as a result of energy-saving measures..
Gas processing, kg of reference fuel per ton of reference fuel	50.45	49.75	48.21	-3.1	Natural gas, electricity and heat consumed for internal process needs of natural gas processing are taken into account to calculate the indicator.  The lower figure is attributable to energy-saving measures and a decrease in gas processing.

### Energy intensity

Consumption of natural gas for internal process needs during trunkline gas transportation shows a steady slowdown. The downward trend in 2022 is mainly attributable to a set of measures aimed at reducing natural gas consumption for internal needs and improving the energy efficiency, as well as a decline in production.

📌 PJSC Gazprom's target is to reduce specific consumption of fuel and energy in gas trunkline transportation (under comparable operating conditions) by 12% by 2024 and by 17% by 2035 versus the 2018 level<sup>1</sup>.



### Energy Saving Technologies

To improve energy efficiency and saving, we implement over 2,000 initiatives, including solutions to streamline the operation of energy equipment, technology to reduce gas losses during operation and repairs, installation of LED lighting, replacement and upgrade of gas pumping units to enhance their efficiency and cut fuel gas consumption, well surveys using the telemetry systems without releasing gas into the atmosphere, modernization of air cooling units, deployment of ejectors at PJSC Gazprom's compressor stations, and more.

The following measures proved highly effective in preserving natural gas during repairs on the linear section of gas trunklines:

- using mobile compressor stations (energy saving effect of over 870 mcm, up 17% versus the 2021 level);
- using distribution stations to deliver gas to customers (635.0 mcm);
- blowing natural gas from the section under repairs into an adjacent pipeline section (231.2 mcm);
- using hot tapping and installing reinforcing coupling (44.6 mcm).

Overall, in 2022, the Company was able to prevent the release of over 2.32 bcm of gas and preserve over 70% of natural gas during repairs.

<sup>1</sup> In accordance with the Russian Energy Strategy through 2035 approved by order of the Government of the Russian Federation No. 1523-r dated June 9, 2020.

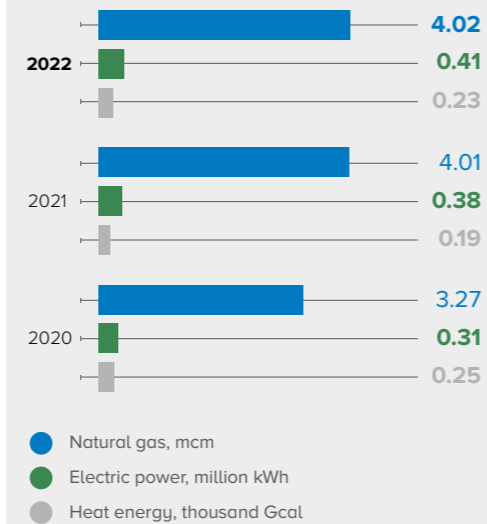
# Atmospheric Air Protection

Total investment in major projects will exceed RUB 8 billion on a three-year horizon, with the economic effect for PJSC Gazprom expected at RUB 18 billion.

In 2022, we continued with the deployment of energy saving projects under energy service agreements. We moved to an active stage of the project to replace the removable flow parts of centrifugal compressors at facilities operated by Gazprom Transgaz Yugorsk. Thanks to the installation of 21 removable flow parts, the Company was able to save over RUB 33 million. We are expanding other energy saving initiatives, including the installation LED lighting, deployment of ejectors, and upgrade of air cooling units.

Fuel and energy savings resulting from the Gazprom Group's energy saving programs remain unchanged from the previous year. The redistribution

Fuel and energy savings at PJSC Gazprom and its subsidiaries under energy saving programs<sup>1</sup>



of savings by fuel and energy type is due to changes in production at the Gazprom Group entities.

Fuel and energy savings resulting from the Gazprom Group's energy saving programs<sup>2</sup>

Region	2020	2021	2022	Change 2022/2021
Natural gas, mcm	3,819.7	4,778.6	4,791.4	+0.3%
Natural gas, million GJ	129.3	161.7	162.2	+0.3%
Electric power, million kWh	677.7	653.0	714.3	+9.4%
Electric power, million GJ	2.44	2.4	2.6	+8.3%
Heat, thousand Gcal	649.6	786.5	631.7	-19.7%
Heat, million GJ	2.7	3.3	2.6	-21.2%
Fuel and energy, million GJ	134.4	167.4	167.4	+0.003%
Reduction factor <sup>3</sup> , %	5.2	5.4	6.7	+1.3 p.p.

<sup>1</sup> The Company is continuously working towards better energy efficiency and energy saving by developing and rolling out energy saving programs and energy saving measures. Gazprom Neft, Gazprom Energoholding and Gazprom Neftekhim Salavat are not covered by PJSC Gazprom's energy saving programs and implement their own energy saving and energy efficiency programs in line with the federal laws and corporate standards of the Gazprom Group.

<sup>2</sup> Data for all Gazprom Group entities that have energy saving programs in place, including Gazprom Neft, Gazprom Energoholding and Gazprom Neftekhim Salavat.

<sup>3</sup> Share of fuel and energy economy under energy saving programs in total energy consumption.

## Key documents

- Energy Strategy of the Russian Federation until 2035
- Environmental Policy of PJSC Gazprom<sup>1</sup>
- Comprehensive Environmental Program of PJSC Gazprom for 2020–2024



## Managing Air Pollutant Emissions

Management of air pollutant emissions is part of PJSC Gazprom's corporate environmental protection and climate strategy.

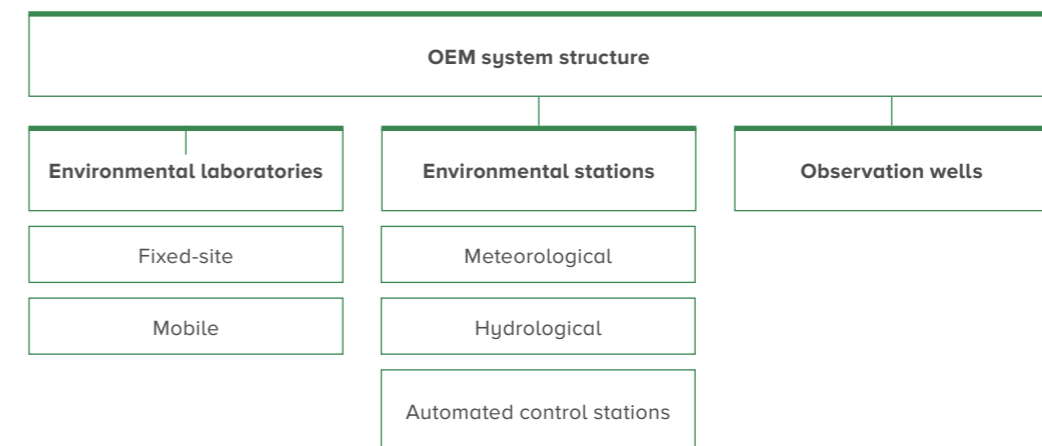
- methane emissions during purging of process equipment;
- nitrogen oxide emissions during compressor station operation.

The planned/target indicators in this area are set in line with the type of the Company's operations based on significant environmental aspects. In 2022, PJSC Gazprom approved its 2023–2025 targets using the 2018 performance as the baseline.

To control air pollutant emissions, the Gazprom Group has in place an operational environmental monitoring (OEM) system. The system helps the Group obtain data on the state of environment in the areas affected by the Company's production facilities, analyze the environmental conditions when conducting business operations, plan environmental protection measures and monitor their implementation.

### Significant environmental aspects of the Company's emissions management:

- methane emissions associated with trunkline repairs;



<sup>1</sup> Approved by resolution of the Management Committee of OJSC Gazprom No. 21 dated May 25, 2015.

The OEM system structure enables us to control the atmospheric air quality in localities and on the borders of sanitary protection zones; noise impact; radiation background; quality of surface and ground water, bed sediments; state of geology, soil and snow cover; waste and effluents.

#### The Gazprom Group's measures to reduce emissions:

- gas pumping using mobile compressor stations;
- the use of hot tapping;

- blowing gas from the sections under repairs into neighboring active pipelines;
- conducting well surveys without releasing natural gas into the air;
- the use of multi-component surfactants to better remove reservoir fluids from well bottomholes;
- APG flaring reduction (discontinuation).

#### Air pollutant emissions across the Gazprom Group, thousand tons

Indicator	2020	2021	2022	Change 2022/2021, %
Hydrocarbons (including methane)	1,266.42	1,193.49	1,048.24	-12.2
Carbon monoxide	550.66	642.07	540.64	-15.8
Nitrogen oxides	284.22	341.60	270.02	-21.0
Sulfur dioxide	171.97	169.72	150.45	-11.4
Volatile organic compounds	117.22	107.82	109.90	+1.9
Solids	53.57	50.05	34.16	-31.7
Other gaseous and liquid substances	1.60	1.56	1.84	+17.9
<b>Total</b>	<b>2,445.66</b>	<b>2,506.31</b>	<b>2,155.25</b>	<b>-14.0</b>

PJSC Gazprom, Gazprom Neft, Gazprom Energoholding and Gazprom Neftekhim Salavat do not use ozone-depleting substances on an industrial scale.



## APG Flaring Reduction

Reducing the amount of APG flared is an important step on the Group's way to reduce harmful emissions and its carbon footprint. The Company's goal is to achieve an APG utilization rate of 95%. The Gazprom Group is consistently moving towards this figure by developing and introducing APG utilization methods at its facilities. These include APG transportation and supply to gas processing plants, the UGSS of the Russian Federation, processing, generation of heat and electricity to meet the Group's internal needs, and injection into the gas cap to maintain reservoir pressure. In 2022, the APG utilization rate at PJSC Gazprom's gas production subsidiaries was 98.4%.

PJSC Gazprom's gas production subsidiaries fully implemented measures to increase the APG utilization and achieved a utilization

level that meets the requirements of the Russian Government's resolution No. 1148 dated November 8, 2012.

At the same time, the requirements of the said resolution for the maximum permissible value of the flaring and/or APG dispersion indicators do not apply to the development of subsurface sites with a depletion of 0.01 or less, as well as within three years after the date the specified indicator is exceeded.

Currently, the fields of the kind include the En-Yakhinskoye and Orenburgskoye oil and gas condensate fields.

#### APG utilization across the Gazprom Group's assets in Russia<sup>1</sup>

Indicator	2020	2021	2022	Change 2022/2021
APG utilization, %	91.6	90.1	94.2	+4.1 p.p.
APG flaring across the Gazprom Group <sup>2</sup> , mcm	1,643.2	2,338.4	1,498.6	-35.9%

<sup>1</sup> Taking into account production at fields operated by PJSC Gazprom or its core subsidiaries under subsoil use licenses and developed by Gazpromneft-Zapolyarye in accordance with long-term risk service agreements signed in 2018–2020.

<sup>2</sup> Gas flared during scheduled preventive maintenance of gas processing facilities is included in the volume of APG production (utilization).

# Water Resources Protection

## Key documents

- Water Code of the Russian Federation No. 74-FZ dated June 3, 2006
- Federal Law No. 461-FZ On Water Supply and Water Disposal dated December 7, 2011
- Federal Law No. 7-FZ On Environmental Protection dated January 10, 2002
- Environmental Policy of PJSC Gazprom
- Comprehensive Environmental Program of PJSC Gazprom for 2020–2024



## Water Resources Management

The Gazprom Group recognizes the importance of water conservation for the well-being and health of local communities and the successful economic development of Russia. PJSC Gazprom effectively manages water resources in accordance with the Group's Environmental Policy, laws of the Russian Federation, international standards and best practices.

**5.28** p.p.

progress in achieving the corporate environmental target of reducing excessive discharge of pollutants into surface water bodies<sup>1</sup>

### The Company's main water resources management targets:

- reduce wastewater discharges into surface water bodies;
- improve wastewater treatment.

PJSC Gazprom uses various sources of water in its processes. Water is withdrawn from surface and subterranean sources in accordance with the applicable laws (and pursuant to water use agreements and extraction licenses) without causing any material impact on the environment.

None of the regions of the Group's production operations is classified as areas with water stress<sup>2</sup>.

## Monitoring Effects on Natural Water Resources

The Gazprom Group monitors the quality of surface and ground water, bed sediments, water sources for utility and drinking purposes, state of geological environment and wastewater (including its temperature) using the OEM system.

The volume of wastewater is also measured and monitored to analyze its impact on ecosystems.

<sup>1</sup> PJSC Gazprom's Corporate Environmental Target for 2020–2022 to reduce the share of polluted and insufficiently treated wastewater discharged into surface water bodies vs. the 2018 baseline level of 5.29%.

<sup>2</sup> According to PJSC Gazprom's assessment based on the World Resources Institute's Aqueduct Water Risk Atlas.



Child's drawing by: Arina Sava

### Stanislav Kalyuzhny

Senior engineer of the engineering center at Gazprom Transgaz Krasnodar

Monitors and controls the quality of wastewater treatment, focuses on improving its efficiency.

Live photo



With the assistance of accredited laboratories, Group companies annually analyze millions of samples to assess the contamination of facilities' industrial discharges, drinking water, wastewater, surface water bodies and soils.

The study findings are then used to develop measures to manage PJSC Gazprom's environmental activities.

## Measures to Reduce Adverse Impact on Water Resources

The Gazprom Group's measures to reduce excessive pollutant discharges into surface water bodies:

- the use of innovative wastewater treatment technologies and solutions to make wastewater treatment more effective;

- construction, reconstruction and modernization of treatment facilities for industrial, stormwater and utility effluents;
- implementation of recirculated and zero-discharge water systems for recycling waste and drainage water.

## Water Consumption and Discharge

The Gazprom Group actively engages with stakeholders in relation to water resources and does its utmost to guarantee high water quality in the regions of operation. The Group's significant projects are subject to public hearings before being submitted for state expert review. The Group analyzes stakeholder expectations related to water resources and does whatever is necessary to meet them. The interests of stakeholders are also taken into account when disclosing information on water use.

As a water supplier in certain Russian regions, PJSC Gazprom is responsible for providing the local communities with clean water. In a number of cases, PJSC Gazprom receives wastewater under contracts with third parties, which prompts the Company to pay even closer attention to non-production wastewater discharges.

PJSC Gazprom obtains water use permits in a timely manner, maintains water use records and reports, ensures compliance with sanitary and hygienic requirements, and provides all employees of the Group companies with required volumes of clean water.



### The Gazprom Group's water consumption structure by source type, mcm

Indicator	2020	2021	2022	Change 2022/2021, %
From surface sources, incl.:	2,824.11	3,440.01	<b>3,193.42</b>	-7.2
• freshwater	2,781.69	3,405.83	<b>3,156.76</b>	-7.3
• non-freshwater	42.42	34.18	<b>36.66</b>	+7.3
From groundwater sources (freshwater)	81.67	80.58	<b>91.85</b>	+14.0
From public water supply utilities (freshwater)	137.96	133.97	<b>142.46</b>	+6.3
From other water supply systems (freshwater)	192.89	243.68	<b>288.28</b>	+18.3
<b>Total</b>	<b>3,236.63</b>	<b>3,898.24</b>	<b>3,716.01</b>	<b>-4.7</b>

### The Gazprom Group's water resource use, mcm

Indicator	2020	2021	2022	Change 2022/2021, %
Water used, including water used for:	3,175.81	3,836.75	<b>3,648.06</b>	-4.9
• production purposes	3,008.63	3,518.42	<b>3,274.92</b>	-6.9
• utility and drinking purposes	31.83	32.83	<b>31.64</b>	-3.7
• other	135.35	285.50	<b>341.50</b>	+19.6

In 2022, water use by the Gazprom Group entities decreased by 5% year-on-year due to lower power generation by Gazprom Energoholding.

### Water recycling and reuse

Indicator	2020	2021	2022	Change 2022/2021
Volume of recycled and reused water across the Gazprom Group, mcm	11,071.61	11,851.75	<b>11,888.10</b>	+0.3%
Share of recycled water across the Gazprom Group, %	342	304	<b>320</b>	+16 p.p.

In 2022, the volume of recycled and reused water across the Gazprom Group went up 0.3% year-on-year.

# Waste Handling

## Wastewater discharges across the Gazprom Group, mcm

Indicator	2020	2021	2022	Change 2022/2021, %
Total, incl.:	2,742.73	3,336.66	3,060.35	-8.3
• freshwater	2,713.76	3,301.89	3,027.53	-8.3
• non-freshwater	35.97	34.77	32.82	-5.6
To surface water bodies, total, incl.:	2,610.78	3,225.44	2,937.95	-8.9
• freshwater	2,574.81	3,190.67	2,905.13	-9.0
• non-freshwater	35.97	34.77	32.82	-5.6
On land <sup>1</sup>	0.94	0.99	1.01	+2.0
To subterranean layers	43.37	23.24	26.87	+15.6
To irrigation sewage fields	6.23	6.45	8.89	+37.8
To absorption fields	0.46	0.46	0.59	+28.3
To holding basins	0.43	0.57	0.61	+7.0
To public utilities	68.95	69.61	74.06	+6.4
To other systems	11.57	9.90	10.37	+4.7

In 2022 the volume of water discharge decreased by 8.3% due to lower water intake for energy generation by Gazprom Energoholding.

## Share of partially clean (untreated) water and water partially treated at purification plants in the total volume of wastewater discharged by the Gazprom Group's facilities into surface water bodies, %

Indicator	2020	2021	2022	Change 2022/2021, p.p.
Share of partially clean (untreated) water and water partially treated at purification plants in the total volume of wastewater discharged	97	97	97	0

The Gazprom Group has been keeping the share of partially clean water at

**97%**

since 2019



<sup>1</sup> No non-freshwater discharges in this line and below.

## Key documents

- Master Plan for Production and Consumption Waste Management at PJSC Gazprom's Facilities in Various Regions of Russia
- Environmental Policy of PJSC Gazprom
- Comprehensive Environmental Program of PJSC Gazprom for 2020–2024



## Waste Handling

Hydrocarbon production growth, especially in the Far North, and expanding gas transmission network of the oil and gas facilities lead to an increase in waste generation and a greater environmental impact of waste disposal sites. Tackling this challenge is a key environmental priority for Gazprom. As part of the relevant activities, the Group's focus areas include:

- making the most use of waste through its recovery and recycling for subsequent use in production;
- adopting the best available technologies for waste minimization and zero waste solutions.

On top of that, we have been working towards reducing the hazard level of waste by introducing a phased ban on the burial of non-separated or non-processed waste, as well as the waste that can be used as feedstock.

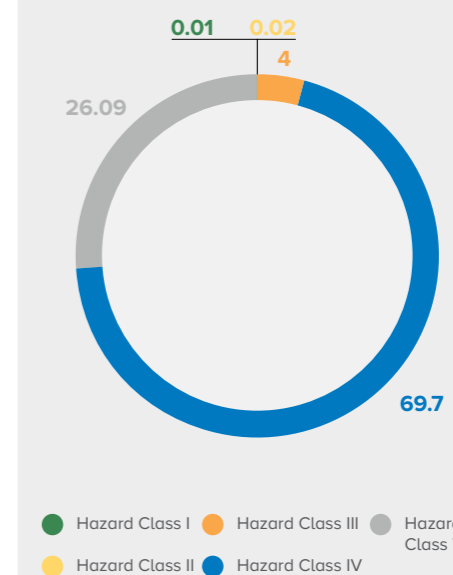
To decrease the share of waste sent for burial, the Group optimizes its activities and leverages the best available technologies in waste disposal and neutralization.

Waste that may not be buried is handed over for recycling or neutralization.

The status of achieving the Corporate Environmental Target is evaluated annually.

All Gazprom companies have implemented sorting procedures for wastes of Hazard Classes I–V, which helps increase the share of waste sent for recycling.

## Waste production by hazard class, %



According to the environmental hazard classification, the bulk of the Group's waste belongs to Hazard Class IV (low-hazard) or Hazard Class V (almost non-hazardous). These two classes account for 69.7% and 26.1%, respectively, of the total waste generated by the Group.

These types of waste are typically either recycled or handed over for safe placement.

Hazard Class I and II waste is handed over for neutralization or recycling. Its share is 0.03% of the total waste generated.

Hazard Class III is represented, inter alia, by some of the oil-contaminated waste (that with a share of petroleum products greater than 15%). Such waste is also handed over for neutralization or recycling.

### Innovative Approach to Waste Handling

The Gazprom Group has been adopting the best available and innovative technologies aimed at minimizing waste generation and burial and increasing the share of waste sent for recycling. To mitigate the environmental impact of drilling waste, we employ the following dedicated design solutions:

- use of low-toxic drilling muds;

### Waste Handling Monitoring

All the Group's waste placement facilities are listed in the relevant state register. We monitor the environment and contamination levels at waste disposal sites and within the area

### Monitoring of Contractor Waste Handling

The Gazprom Group has stringent waste management requirements for its suppliers and contractors. During the procurement stage, bidders are checked for the availability of necessary waste handling licenses and the appropriate equipment and technical infrastructure. Every contract includes compliance obligations related to the Environmental

**The Company's Waste Handling Target: reduce the share of buried waste versus the baseline level (38.28%).**

**24.84 p.p.**

**progress against the Corporate Environmental Target for reducing the share of buried waste<sup>1</sup>**

- pit-free drilling method;
- drilling waste recycling technologies to produce mineral construction materials for field pre-development.

of their environmental impact. Production and consumption waste is managed in compliance with environmental requirements, waste generation standards and disposal limits.

Policy of PJSC Gazprom. PJSC Gazprom's Environmental Inspectorate and construction monitoring services are among those who regularly monitor the handling of waste produced by contractor companies at the Group's construction sites.



For more details on waste handling, see **Appendix 6.**

<sup>1</sup> The Corporate Environmental Target for 2020–2022 to reduce the share of buried waste versus the 2018 baseline level (38.28%).

# Biodiversity Preservation

**The Gazprom Group makes a significant contribution to protecting flora and fauna in its regions of operation. It strictly observes Russian and international environmental laws and invests effort in preserving and recovering natural biosystems.**



## Biodiversity Preservation Management

Throughout the life cycle of its investment projects, the Gazprom Group assesses and minimizes the risks of adverse environmental impacts on highly vulnerable natural environments and the environments that need to be protected and preserved as a matter of crucial importance.

### Focus areas for biodiversity preservation:

- applying modern technological solutions to mitigate the environmental impact of production operations;

- continuous environmental monitoring;
- devising and implementing biodiversity preservation programs both across the companies' footprint and in other Russian regions.

In 2022, the Group spent RUB 991.44 million on the preservation of biodiversity and designated natural areas along with protection and replacement of fish reserves.

### The Gazprom Group's expenses on biodiversity preservation and protection of designated natural areas, RUB million

Indicator	2020	2021	2022	Change 2022/2021, %
Total, incl.:	533.99	702.70	991.44	+41.1
• protection and replacement of fish reserves	133.97	183.82	415.87	+126.2
• protection and rational use of forest resources	26.70	248.96	202.35	-18.7

## Significant Impacts of Activities, Products, and Services on Biodiversity

The reporting year saw no significant direct or indirect impact of the Group companies' operations on vulnerable ecosystems and biodiversity.

species with habitats in areas affected by its operations due to the large size of the territories where the Gazprom Group operates.

The Group does not keep count of the total number of IUCN Red List species and national conservation list





## Biodiversity Preservation Measures

To preserve the balance of ecosystems and biodiversity in areas close to the Group's facilities, construction is suspended during spring nesting season, water intake facilities are equipped with fish protective devices, and overhead transmission lines are equipped with bird protection devices. Communication lines have specific wildlife passages to facilitate reindeer migration. The Group monitors designated conservation areas and sites with a special environmental status located on the territories that can be affected by its activities.

In 2022, PJSC Gazprom's facilities were located in the vicinity or in the following designated conservation areas (DCAs):

- Anyuysky, Kislovodsky, Losiny Ostrov, Meshchersky, Nechkinsky, Orlovskoye Polesye, Pleshcheevo Ozero, Pripyszhminskie Bory, Sochinsky, Ugra, Khvalynsky, Yugyd Va national parks;
- Klyazminsky, Nadymsky, Priazovskiy, Ryazansky, Saratovskiy, Severo-Ossetinsky, Kurgalsky, Utrish state nature reserves and federal reservations;
- some regional DCAs.

The Group performs its activities in DCAs in full compliance with the national environmental protection legislation and land use terms and conditions specified for a relevant DCA.

## Environmental Protection in the Arctic

PJSC Gazprom provides financing to projects implemented in the Arctic in collaboration with the Russian Geographic Society. These projects seek to monitor island ecosystems, preserve populations of rare marine mammal species and the polar bear within DCAs in the northeastern part of the Barents Sea.

PJSC Gazprom is implementing the Biodiversity Preservation Program Based on the List of Flora and Fauna Species Being Indicators of Marine Ecosystems Stability

In the reporting year, PJSC Gazprom kept supporting the environmental program for recovering and preserving the population of the Amur leopard and Amur tiger in their natural habitat.

📖 The Company joined the program to recover the population of the Amur leopard, the rarest subspecies of the big cat on Earth. In 2022, the Group financed the efforts of environmentalists to identify release sites, catch, monitor and provide veterinary aid to animals, as well as to ensure methodology support and research with respect to the translocation of leopards in the Ussurisky Nature Reserve and adjacent areas.

in the Arctic Zone of the Russian Federation. The Program was developed in consultation with leading research institutes of the Russian Academy of Sciences, Russian Arctic National Park Federal State Budgetary Institution, and Marine Mammal Council Regional Public Organization.

📖 In 2022, PJSC Gazprom and Novatek signed a cooperation agreement focused on the sustainable development of the Russian Arctic. The parties will collaborate in environmental protection and monitoring, biodiversity conservation, standardization of environmental safety requirements, and supporting indigenous minorities. Besides, they will join forces in developing hydrogen energy. As part of the agreement, the companies set up a coordination council.

### Protection of polar bears

In January 2022, PJSC Gazprom organized another translocation of one-year-old male cubs of the polar bear called Khara and Savey from the Kharasaveyskoye field in the Yamal-Nenets Autonomous Area.

A month before, the animals had strayed into the camp of Gazprom Dobycha Nadym and stayed there for a long time. For the safety of field workers and the animals, the Company decided to catch the cubs and take them away from the settlement. The cubs were immobilized with special veterinary drugs, biosamples were taken, and GPS trackers were fixed on their bodies. Then the Company had them transported 100 km away from the industrial site and left at their new home with a three-week food supply.

After only three weeks, however, the animals found their way back to the camp. For their attachment to the site, the workers named them after the natural gas field – Khara and Savey. During their

absence, the predators gained weight, and there was no reason to worry about their health. That time the Company decided to move them further away to the Gydansky national park 340 km away from the Kharasaveyskoye field. Like the previous time, the cubs got enough food supplies to sustain them during adaptation to a new habitat.

Both translocations engaged field workers, representatives of the environmental authority and Russian scientists. Gazprom Dobycha Nadym settled most of the organizational matters, including provision of resources, land and air transportation, and making special transportation boxes.

The story of Khara and Savey highlights the Company's absolute commitment to its Environmental Policy and a sincere effort taken by gas producers to preserve local biodiversity and rare species.





**Sergey Ganyukov**  
Senior environmental engineer of the Tulskeye Gas Pipeline Operation Centre (GPOC) at Gazprom Transgaz Moscow

Focuses on reforestation, responsible for the Tulskeye GPOC's participation in the national forestry development program for the Tula Region.



Live photo

## Remediation of Disturbed Land and Restoration of Natural Landscapes

Geological exploration, drilling, hydrocarbon production, and the construction and use of pipelines and other production facilities cause land disturbance and pollution. The Gazprom Group follows the required remediation and rehabilitation procedures to put the disturbed or polluted land back into economic use.

The applied remediation methods seek to prevent adverse erosive processes, stabilize landscapes, and restore vegetation and soil. The technology uses the available materials, including secondary ones such as recycled drilling waste, geotextiles and plant growth stimulators. Specially selected strains of soil microflora help fix the topsoil, including slopes of embankments and structures, while also increasing the speed and intensity of root formation and plant growth. Group companies prevent pollutants from infiltrating the soil along with surface and underground water sources, and combat erosion and other types of soil degradation.

As part of operational environmental control and monitoring, remediated soils are checked for conformity to environmental standards during construction and reconstruction of the Gazprom Group's facilities. This includes soil, geobotanical, agrochemical and other assessments.

On top of that, PJSC Gazprom takes comprehensive measures to enhance the reliability of pipeline systems, which has a positive impact on the preservation of soils and other components of the natural environment.

Land-related impacts are not an acute environmental issue for the Group, with remediation taking place as necessary and in due time. No accumulation of harm to land resources has been detected.

### Disturbed and remediated land across the Gazprom Group, ha

Indicator	2020	2021	2022	Change 2022/2021, %
Lands disturbed during the year	23,837.88	19,809.45	<b>35,597.15</b>	+79.7
• including polluted lands	79.41	65.79	<b>75.94</b>	+15.4
Disturbed lands remediated during the year	15,836.39	17,199.40	<b>15,053.12</b>	-12.5
• including polluted lands	65.77	78.08	<b>77.19</b>	-1.1

In 2022, more lands were disturbed due to more active wide azimuth surveys, actual overhauls, allocation

of sites for construction, expanded areas of production facilities, and field infrastructure development.

# Appendices

## 1. About the Report

### Overview

The Gazprom Group's Social Impact Report 2022 (previously the Gazprom Group's Sustainability Report, the "Report") highlights the Gazprom Group's contribution to the country's economic development, well-being of its employees and local communities, and environmental protection.

The 2022 Report is the eleventh sustainability report of the Gazprom Group. The previous Report was published in June 2022.

<b>Report name</b>	The Gazprom Group's Social Impact Report 2022
<b>Reporting period</b>	From January 1 to December 31, 2022 (calendar year)
<b>Reporting cycle</b>	Annual
<b>Reporting standards, indicators, principles</b>	<p>Recommendations of the Bank of Russia on Disclosure by Joint Stock Companies of Non-Financial Information Pertaining to Their Activities</p> <p>Reference performance indicators of the Council on Non-Financial Statements of the Russian Union of Industrialists and Entrepreneurs (RUIE)</p> <p>Moscow Exchange's ESG Best Practice Guide for Issuers</p> <p>Targets adopted as part of Russia's development goals and national projects (programs)</p>
<b>Independent professional auditor's assurance</b>	FBK, LLC
<b>Public assurance</b>	Council on Non-Financial Statements of the RUIE

### Sustainability Reporting

From 2021, the Gazprom Group's Social Impact Report has been part of documents provided to the annual General Shareholders Meeting of PJSC Gazprom.

Regular and timely publication of Reports enables Gazprom to:

- confirm the Company's transparent and comprehensive approach in the area of social responsibility, environmental protection and corporate governance;
- update the disclosed information based on the audience's needs;
- build stakeholder confidence;
- ensure external evaluation and analysis of material non-financial information (in particular by government agencies, investment community, rating agencies, and media);
- increase the Group's appeal as a responsible employer, user of natural resources, partner and taxpayer.

### Approach to Presenting Indicators

For comparability purposes, the Report shows the majority of key indicators for a three-year period (2020–2022). Disaggregated data provided throughout the Report may not add up precisely to the relevant totals presented in other reports due to rounding.

The terms "PJSC Gazprom" and the "Company" used in the Report refer to the parent company of the Gazprom Group – Public Joint Stock Company Gazprom (Open Joint Stock Company Gazprom or OJSC Gazprom before July 17, 2015).

"The Gazprom Group", "the Group" or "Gazprom" mean PJSC Gazprom and its subsidiaries and entities.

The Report includes information about the Gazprom Group companies in line with the scope of IFRS consolidated financial statements. Due to the existing differences in data gathering and consolidation, certain groups of disclosures may have their individual boundaries.

Similarly, the Gazprom Neft Group and Gazprom Neft mean PJSC Gazprom Neft, its subsidiaries and entities, Gazprom Energoholding means Gazprom Energoholding LLC and its subsidiaries, and Gazprom Neftekhim Salavat means Gazprom Neftekhim Salavat LLC and its subsidiaries.

## Report Publication and Distribution

The Report is publicly available in the Russian and English languages on the Company's website and is also available in an interactive version: <http://sustainability.gazpromreport.ru/>.

## Procedure for Defining Material Topics

The Company has a Task Force made up of PJSC Gazprom's various structural units and subsidiaries to coordinate activities on focal sustainable development areas and engage with stakeholders. The Task Force works to improve the preparation process and streamline disclosures in the Report.

Material topics are those reflecting material impacts the Group has or may have on the economy, environment and local communities.

The material topics were selected in several stages.

1. Following consultations with experts and the Company's performance analysis, the Task Force made a list of the Group's actual and potential impacts. Due to the considerable number and wide range, the impacts were grouped by topic, which served as a basis to put together a list of potential material topics.

The Report is approved by relevant structural units and the Chairman of PJSC Gazprom's Management Committee and then reviewed by the Sustainable Development Committee of PJSC Gazprom's Board of Directors.

2. To determine material topics to be disclosed in the Report, the Company staged an online survey covering 2,141 stakeholder representatives (ten groups, excluding foreign regulators of energy markets) and 24 Task Force members.

The respondents were invited to assess the degree of impact for each topic on the scale from 1 to 3 (from less to more significant).

The results were used to compile a ranged list of impacts and corresponding topics. Priority (material) topics were those with an average score of above 2.4.

Based on impact assessment, some topics previously deemed material did not meet the required threshold, but for comparability purposes were disclosed in the Report.

### List of material topics

No. (descending priority)	Impact and relevant topic
1	<b>The Gazprom Group's economic performance</b> (impact on the national and global economy)
2	<b>Implementation of gas supply development and gas infrastructure expansion programs in Russian regions</b> (impact on sustainable energy and heat supply in Russia)
3	<b>Health and process safety at the Gazprom Group</b> (impact on health and process safety)
4	<b>The Gazprom Group's social projects</b> (social impact)
5	<b>Innovations and R&amp;D at the Gazprom Group</b> (impact on research and technology)
6	<b>The Gazprom Group's legal compliance (social, economic, environmental and antimonopoly requirements)</b> (contribution to minimizing negative impacts)
7	<b>The Gazprom Group's presence in the labor market and employment impact</b> (impact on the labor market)
8	<b>Social benefits and non-financial motivation of the employees at the Gazprom Group</b> (impact on the well-being and quality of life)
9	<b>Training and education for employees and prospective employees</b> (impact on the professional development and competitiveness of employees)
10	<b>Interaction with local communities in Gazprom Group's areas of operations</b> (impact on local communities)
11	<b>The Gazprom Group's procurement system and procurement localization</b> (impact on the domestic market development and import substitution)
12	<b>Equal opportunities for all employees of the Gazprom Group</b> (impact on employee labor rights)
13	<b>Emissions management at the Gazprom Group</b> (impact on climate and air)
14	<b>Anti-corruption practices of the Gazprom Group</b> (impact on the transparency of the business environment)

### List of material topics

No. (descending priority)	Impact and relevant topic
15	<b>Waste handling at the Gazprom Group</b> (impact on waste generation)
16	<b>The Gazprom Group's efforts to preserve biodiversity and land</b> (impact on biodiversity and land)
17	<b>Quality management at the Gazprom Group</b> (impact on consumption)
18	<b>The Gazprom Group's efforts to maintain acceptable water quality in regions of operation</b> (impact on water resources)
19	<b>The Gazprom Group's participation in political activities and international initiatives</b> (impact on social and political life)
20	<b>Freedom of association and collective bargaining at the Group</b> (impact on the freedom of association)

## 2. Stakeholder Engagement

**Key indicators reviewed independently and disclosed in the Report based on the Recommendations on Disclosure by Joint Stock Companies of Non-Financial Information Pertaining to Their Activities (letter of the Bank of Russia No. IN-06-28/49 dated July 12, 2021)**

Indicator	Calculation and disclosure methodology	Report page
Energy intensity indicators of core operations	Energy intensity of PJSC Gazprom's core operations: <ul style="list-style-type: none"> <li>gas production, kg of reference fuel per thousand m<sup>3</sup></li> <li>gas transportation, kg of reference fuel per mcm·km</li> <li>underground gas storage, kg of reference fuel per thousand m<sup>3</sup></li> <li>gas processing, kg of reference fuel per ton of reference fuel</li> </ul>	<a href="#">160</a>
Fuel and energy savings as a result of relevant savings programs	Fuel and energy savings resulting from the Gazprom Group's energy saving programs, million GJ: <ul style="list-style-type: none"> <li>natural gas</li> <li>electric power</li> <li>heat</li> </ul>	<a href="#">162</a>
Volume of air pollutant emissions	Air emissions across the Gazprom Group, thousand tons: <ul style="list-style-type: none"> <li>hydrocarbons (including methane)</li> <li>carbon oxide</li> <li>nitrogen oxides</li> <li>sulphur dioxide</li> <li>volatile organic compounds</li> <li>solids</li> <li>other gaseous and liquid substances</li> </ul>	<a href="#">164</a>
Volume of waste generated, waste handed over for recycling, neutralization, storage or otherwise treated	<ul style="list-style-type: none"> <li>The Gazprom Group companies' volume of waste generated by hazard class, thousand tons</li> <li>Volume of waste handed over for recycling, thousand tons</li> <li>Volume of waste handed over for neutralization, storage or otherwise treated, thousand tons</li> </ul>	<a href="#">198–199</a>
Water consumption structure	The Gazprom Group's water consumption structure by source type, mcm: <ul style="list-style-type: none"> <li>from surface sources</li> <li>from subterranean sources</li> <li>from public water supply utilities</li> <li>from other water supply systems</li> </ul> Water used, mcm: <ul style="list-style-type: none"> <li>for production purposes</li> <li>for utility and drinking purposes</li> <li>other</li> </ul>	<a href="#">169</a>
Area of disturbed and remediated lands	<ul style="list-style-type: none"> <li>Area of lands disturbed during the year, ha</li> <li>Disturbed lands remediated during the year, ha</li> </ul>	<a href="#">177</a>
For employees: number of fatalities as a result of work-related injuries	Number of fatalities as a result of work-related injuries, employees	<a href="#">90–91</a>
Number of fatalities related to the activities of third-party contractors at the Company's facilities	Number of fatalities related to the activities of third-party contractors at the Company's facilities	<a href="#">93</a>

### Stakeholder engagement system at the Gazprom Group

Engagement methods	Examples of engagement in 2022
<b>Media</b>	
Press releases	<ul style="list-style-type: none"> <li>Posted 550 press releases and messages in the Company's Telegram channel.</li> <li>Held three press conferences.</li> </ul>
Press conferences, briefings, management interviews	<ul style="list-style-type: none"> <li>Published four interviews with the Company's executives.</li> </ul>
Press tours to PJSC Gazprom's production sites and gas transportation infrastructure facilities	<ul style="list-style-type: none"> <li>Organized seven trips for journalists to Gazprom's production assets and facilities.</li> <li>Sent 800 comments, explanations, and replies to inquiries to journalists and bloggers.</li> <li>Organized 34 events for the media and bloggers.</li> <li>Held Friends of St. Petersburg, a festival of creative and educational projects.</li> <li>Completed a major historical and cultural project to celebrate the 350th anniversary of Peter the Great's birth.</li> </ul>
Explanations, comments, and answers to journalists' questions	<ul style="list-style-type: none"> <li>On its social media channels, PJSC Gazprom posted the Professionals, a series of videos about the Company's employees of different professions from various regions, and How It Works, a series of popular science documentaries providing an easy-to-understand insight into Gazprom's main production processes.</li> </ul>
Participation in joint projects with the media	
Holding of events for representatives of the blogger community	
Launch of PJSC Gazprom's own special projects	
Implementation of educational and cultural projects	
<b>Educational and scientific institutions</b>	
Participation in industry events for young scientists, specialists and students of Russian and international universities, school students	<ul style="list-style-type: none"> <li>Implemented the Gazprom Classes project in 26 Russian schools.</li> <li>Held the Gazprom Industry Olympiad for Schoolchildren.</li> <li>Organized PJSC Gazprom's Student Olympiad.</li> <li>Young professionals from over 50 subsidiaries and entities of the Gazprom Group, students and young teachers from nine secondary vocational and higher education institutions took part in the 14th All-Russian Conference of Young Scientists, Specialists and Students – New Technologies in the Gas Industry.</li> </ul>
Implementation of Gazprom Classes in schools, opening of specialized departments in Russian universities	<ul style="list-style-type: none"> <li>27 Gazprom's specialized departments operate at Russian universities.</li> <li>PJSC Gazprom's job fairs were held at partner universities.</li> <li>16,870 students of secondary vocational and higher education took internship at the Gazprom Group entities.</li> </ul>
Work experience practice for students of secondary vocational education institutions and higher education institutions at the Gazprom Group entities	<ul style="list-style-type: none"> <li>272 teachers from secondary vocational and higher education institutions completed internships at the Gazprom Group entities in 2022.</li> </ul>
Internship programs for academic staff at production facilities	<ul style="list-style-type: none"> <li>Launched Immersion in Science, an online lecture course, which enables young employees to obtain the necessary information about legislative changes, rules for writing scientific articles and theses.</li> <li>Five employees of the Group received grants to prepare their PhD/doctoral theses after they won PJSC Gazprom's grant competition.</li> </ul>
Support of research institutions in medicine and healthcare	<ul style="list-style-type: none"> <li>Support was provided to Dmitry Rogachev National Research Center of Pediatric Hematology, Oncology and Immunology (high-tech medical equipment was purchased and support was provided for research to develop effective methods for diagnosing and treating severe diseases).</li> </ul>

Engagement methods	Examples of engagement in 2022
<b>NGOs</b>	
Financial support for charitable, environmental and other initiatives of NGOs	<ul style="list-style-type: none"> <li>• Provided charitable support to the Penetrating the Heart charitable foundation and the Children's Village – SOS Pushkin.</li> <li>• Provided support to the conservation program for recovering and preserving the population of the Amur leopard in its natural habitat.</li> </ul>
Open public hearings	<ul style="list-style-type: none"> <li>• Provided support to the Amur Tiger Center (for purchasing vehicles, opening an administrative facility for the hunting supervision service, and continuing the construction of a nature museum in Ussuriysk).</li> </ul>
Joint biodiversity conservation projects in the Arctic	<ul style="list-style-type: none"> <li>• Organized meetings with the leaders of indigenous minority associations to discuss social and charitable support.</li> </ul>
Participation of the Gazprom Group employees and their families in joint volunteer campaigns and events	<ul style="list-style-type: none"> <li>• Held public hearings on the development project for Kamennomyskoye-Sea field in the Gulf of Ob involving leaders of indigenous minority associations and heads of three regional associations of the Yamal for Posterity! social movement.</li> <li>• Rendered financial support to the research projects of the Russian Geographic Society in the Arctic.</li> <li>• The Gazprom Group conducted volunteer campaigns to support refugees from the area of the special military operation staying in Russian regions.</li> <li>• Volunteers of the Group organized environmental campaigns in the regions of operation.</li> <li>• Provided financial aid to the FOOTHOLD civil society foundation which staged an I Am An Engineer contest for school and university students and young professionals.</li> </ul>
<b>Shareholders and investors</b>	
Holding General Shareholders Meetings	<ul style="list-style-type: none"> <li>• Annual General Shareholders Meeting (held on June 30, 2022) and extraordinary General Shareholders Meeting (held on September 30, 2022).</li> </ul>
Meetings of the senior independent director with representatives of investment funds	<ul style="list-style-type: none"> <li>• Held four online meetings with investors on sustainable development.</li> <li>• Individual work was performed with the largest holders of PJSC Gazprom's ADRs regarding their conversion. To speed up conversion of ADRs into shares, the Company developed a simplified form for opening securities accounts for conversion, published press releases and management comments, and created a dedicated ADR conversion website in English and German.</li> </ul>
Communications with the Corporate Secretary	<ul style="list-style-type: none"> <li>• The Company established direct dialogue with Russian and international investors on the Eurobond exchange program, and issued press releases and management comments.</li> </ul>
Responses to written inquiries from shareholders	<ul style="list-style-type: none"> <li>• Organized 25 online meetings with representatives of more than 60 investment funds.</li> </ul>
Hot line (telephone) for shareholders	<ul style="list-style-type: none"> <li>• Conducted active communications with private investors through specialized social networks and communities such as Pulse (Tinkoff Investments), Profit (BCS) and Smart-Lab.</li> </ul>
Visits to the Group's production facilities	
Sustainability sessions, webinars, and meetings with investors	
Group or personal calls and meetings with institutional and major Russian private investors	
Web pages dedicated to the ADR conversion and Eurobond exchange	
Company profiles in social networks and communities	

Engagement methods	Examples of engagement in 2022
<b>Business partners</b>	
Cooperation agreements	<ul style="list-style-type: none"> <li>• Over 60 documents were signed with Russian and international partners (including agreements, memoranda and roadmaps) in the areas of gas processing, gas supply, and gasification of Russian regions, use of NGV fuel, import substitution, and R&amp;D cooperation.</li> </ul>
Joint Coordination Committees and Task Forces between PJSC Gazprom and foreign partners	<ul style="list-style-type: none"> <li>• Events with partners from the Central Asia, Middle East, and Asia Pacific were held.</li> <li>• The Group participated in business forums and industry conferences, including the St. Petersburg International Economic Forum; the China Business Forum; the 11th St. Petersburg International Gas Forum; Russian Gas 2022 – Turn to the East (the 20th Anniversary International Forum of the Russian Gas Association, a Union of Oil and Gas Companies); the Russian Energy Week 2022 International Forum; the Russian International Energy Forum 2022, and other events.</li> </ul>
Participation in conferences and forums	<ul style="list-style-type: none"> <li>• The Company cooperated with the Russian Gas Association (Union of Oil and Gas Companies), the Non-Profit Partnership Council for Organizing Efficient System of Trading at Wholesale and Retail Electricity and Capacity Market, and the Hydropower of Russia Association.</li> </ul>
Interaction with industrial unions and associations	<ul style="list-style-type: none"> <li>• A Memorandum of Cooperation was signed between Gazprom and QazaqGaz (Republic of Kazakhstan) to conduct joint research in order to determine the possibility of ramping up gas supplies from the Karachaganak oil and gas condensate fields and increasing the complexity factor of gas processing at the Orenburg GPP.</li> </ul>
Execution of natural gas sales contracts	<ul style="list-style-type: none"> <li>• The Company organized joint projects with Russian cultural and educational institutions (the Committee for the State Preservation of Historical and Cultural Monuments, Committee for Urban Planning and Architecture, State Hermitage Museum, State Russian Museum, Tsarskoye Selo State Museum, Peterhof State Museum Reserve, St. Petersburg Repin Academy of Fine Arts, Peter the Great Museum of Anthropology and Ethnography (Kunstkamera) of the Russian Academy of Sciences, Moscow Kremlin State Historical and Cultural Museum, Vladimir K. Arseniev Museum of Far East History, Underwater Research Center of the Russian Geographic Society).</li> <li>• PJSC Gazprom and Almaz-Antey Air and Space Defense Corporation signed an Agreement on Cooperation in Developing Equipment for Gas Processing and Helium Production.</li> </ul>
<b>Personnel</b>	
Conferences	<ul style="list-style-type: none"> <li>• Held regular conferences on performance results under the General Collective Bargaining Agreement.</li> </ul>
Workshop meetings	<ul style="list-style-type: none"> <li>• As part of the conferences summarizing the results of the General Collective Bargaining Agreement, meetings between the representatives of employees and management were held to address pressing issues.</li> </ul>
Regular meetings of workforce with the management	<ul style="list-style-type: none"> <li>• Taking into account the opinions of Gazprom Workers' Union members, 11,917 local regulations were adopted.</li> </ul>
Skills upgrading programs	<ul style="list-style-type: none"> <li>• Conducted consistent employee training under skills upgrading adaptation programs.</li> </ul>
Sports contests	<ul style="list-style-type: none"> <li>• Held the Gazprom Spartakiada Games and corporate sports competitions.</li> </ul>
Corporate events for the Group's employees	<ul style="list-style-type: none"> <li>• PJSC Gazprom's corporate teams took part in competitions under the nation-wide Homo Ambulans program to promote physical activity.</li> <li>• Organized the first corporate competition to choose the best occupational safety officers.</li> <li>• Opened the 1st Environmental Camp for 150 children of employees at PJSC Gazprom's subsidiaries.</li> <li>• Held Peter the Great's Fair Family Festival to celebrate the 350th anniversary of Peter the Great's birth.</li> <li>• Conducted communications with employees via 60 corporate newspapers, four magazines, one TV program, three in-house TV channels, and three radio stations.</li> </ul>

Engagement methods	Examples of engagement in 2022
<b>Government</b>	
Agreements with regions of the Russian Federation	<p>Environmental protection</p> <ul style="list-style-type: none"> <li>The Group participated in the review of draft laws and preparation of proposals in the realm of environmental protection.</li> <li>Participated in the development of the action plan (road map) for cooperation between the Ministry of Construction of Russia and PJSC Gazprom in 2022.</li> </ul>
Intergovernmental commissions with other countries	
Participation in events hosted by the government and specialist non-profit organizations: parliamentary hearings, councils, round tables and task force meetings	<p>International cooperation</p> <ul style="list-style-type: none"> <li>Development and expansion of intergovernmental cooperation with partners from the Central Asia, Middle East, and Asia-Pacific continued.</li> <li>Assistance was provided in holding a concert on the occasion of the Day of Russia in Minsk, organized at the initiative of the Embassy of the Russian Federation in the Republic of Belarus.</li> </ul>
Submission of data to federal authorities	
Participation in the development of road maps and expert reviews of draft laws, including preparation of proposals, comments and amendments	<p>Regional development</p> <ul style="list-style-type: none"> <li>The Group's management participated in meetings and discussions of state authorities (the Federation Council and the State Duma of the Federal Assembly, Executive Office of the Government, Ministry of Energy, Ministry of Construction, Federal Antimonopoly Service, Ministry of Natural Resources, Federal Service for State Registration, Cadastre and Cartography, etc.) on the development of gasification and gas supply in Russia.</li> <li>Four new cooperation agreements were signed with Russian regions.</li> <li>Meetings and working group discussions were held with regional governments of the Urals, Siberian, and Far Eastern Federal Districts to address issues arising during the implementation of PJSC Gazprom's investment projects in the context of creating the Eastern Gas Supply System.</li> <li>Meetings were held and cooperation was established with regional governments to resolve issues related to the construction of the Volkhov–Murmansk gas trunkline.</li> <li>Meetings were arranged at the level of deputy co-chairs of the Interdepartmental Council to implement the Cooperation Agreement between St. Petersburg and Gazprom.</li> <li>A roadmap of cooperation between the St. Petersburg Government and PJSC Gazprom on social and economic development was drafted and approved.</li> </ul>
Joint drills and trainings	
	<p>HR management and process safety</p> <ul style="list-style-type: none"> <li>A cooperation agreement was signed with the Federal Environmental, Industrial, and Nuclear Supervision Service (Rostekhnadzor).</li> <li>A cooperation agreement was signed with the Ministry of Labor and Social Protection, aimed at implementing joint activities, developing information exchange between the parties, as well as methodological and R&amp;D collaboration in occupational safety.</li> </ul>
<b>Local authorities</b>	
Presentations on the Gazprom Group's activities to senior local government officials	<ul style="list-style-type: none"> <li>The Gazprom Group provided support for various events as part of cooperation agreements with municipalities in 2022.</li> <li>Financial and organizational support was provided for cultural events and traditional competitions of indigenous minorities.</li> </ul>
Cooperation agreements	<ul style="list-style-type: none"> <li>The Group supported the program of the Murmansk Region's Government and the Murmansk Region's Committee for Youth Policy: Youth Day 2022 – Career Space.</li> </ul>
Financial support of municipal initiatives	
Joint drills and trainings	

Engagement methods	Examples of engagement in 2022
<b>Local communities</b>	
Charity	<ul style="list-style-type: none"> <li>Continued the comprehensive improvement program in St. Petersburg.</li> </ul>
Participation in city and region development programs	<ul style="list-style-type: none"> <li>Meetings were held with representatives of indigenous people and leaders of indigenous associations in the Yamalo-Nenets Autonomous Area and other regions, and charitable assistance was rendered to NGOs of indigenous people.</li> </ul>
Public councils at the Group's companies in the regions of operation	<ul style="list-style-type: none"> <li>A social and cultural project #ReadZhigalovo Local Stop project was implemented in the Irkutsk Region.</li> </ul>
Open public hearings (including on environmental impact assessment)	
Volunteer activities in the regions of operation	
Support of indigenous minorities	
<b>Consumers<sup>1</sup></b>	
Customer satisfaction monitoring procedures	<ul style="list-style-type: none"> <li>A comprehensive assessment of customer satisfaction with the Group companies' services was conducted, which showed high satisfaction – 9.39 on a 10-point scale.</li> <li>Online services for consumers were developed.</li> </ul>
Development of remote services, expansion of communication channels	<ul style="list-style-type: none"> <li>Training sessions and workshops were held for the employees of the Group companies who interact directly with consumers.</li> </ul>
Claims management system	
Marketing incentives to encourage consumers' equipment and vehicle conversion to natural gas	
<b>Foreign regulators of energy markets</b>	
Electronic reports using dedicated platforms	<ul style="list-style-type: none"> <li>Regularly submitted reports which cover the terms of signed gas supply contracts, including related addenda, and secondary-market agreements regarding transportation capacities sublease to the European Union (EU) countries to the Agency for the Cooperation of Energy Regulators (ACER) and Energie-Control Austria (E-Control).</li> </ul>

<sup>1</sup> For information on consumer categories of the Gazprom Group's key products, see [About the Gazprom Group / Consumers of Gazprom's Core Products](#).

## 3. To About the Gazprom Group Section

### Gazprom Group's sustainable development by-laws

#### The Gazprom Group's Sustainable Development Policy<sup>1</sup>

##### Unlocking economic potential:

- Long-Term Development Program of PJSC Gazprom (the Gazprom Group)<sup>2</sup>;
- Innovative Development Program of PJSC Gazprom until 2025.

##### Shaping management approaches:

- Corporate Governance Code of PJSC Gazprom<sup>3</sup>;
- Dividend Policy of PJSC Gazprom<sup>4</sup>;
- Anti-Corruption Policy of PJSC Gazprom<sup>5</sup>;
- Regulation on Hot Line for Fighting Fraud, Corruption, and Embezzlement at the Gazprom Group<sup>6</sup>;
- Code of Corporate Ethics of PJSC Gazprom<sup>7</sup>;
- Regulation on Procurement of Goods, Works, and Services by PJSC Gazprom and Gazprom Group Companies<sup>8</sup>;
- Risk Management and Internal Control Policy of PJSC Gazprom<sup>9</sup>;
- Quality Assurance Policy of PJSC Gazprom<sup>10</sup>.

##### Improving environmental protection and energy efficiency:

- Environmental Policy of PJSC Gazprom<sup>11</sup>;
- Comprehensive Environmental Program of PJSC Gazprom for 2020–2024;
- Energy Efficiency and Energy Saving Policy of PJSC Gazprom<sup>12</sup>;
- Energy Saving and Energy Efficiency Improvement Program of PJSC Gazprom.

### Taxes paid by the Gazprom Group to regional budgets in 2022, RUB billion

Region	Amount
Far Eastern Federal District	22
Volga Federal District	119
North-Western Federal District	325
North Caucasian Federal District	13
Siberian Federal District	31
Urals Federal District	260
Central Federal District	72
Southern Federal District	62
<b>Total</b>	<b>904</b>

### Shaping the HR and social policy:

- HR Management Policy of PJSC Gazprom, its Subsidiaries and Entities<sup>13</sup>;
- Comprehensive Program for Improvement of HR Management at PJSC Gazprom, its Subsidiaries and Entities<sup>14</sup>;
- General Collective Bargaining Agreement of PJSC Gazprom and Its Subsidiaries;
- Occupational, Industrial, Fire and Road Safety Policy of PJSC Gazprom<sup>15</sup>;
- Process Safety Management System Development Strategy of PJSC Gazprom<sup>16</sup>;
- Regional Policy Concept of PJSC Gazprom<sup>17</sup>;

<sup>1</sup> Approved by resolution of the Board of Directors of PJSC Gazprom No. 3576 dated April 30, 2021; <https://www.gazprom.com/f/posts/74/562608/2021-04-30-sustainability-policy-en.pdf>

<sup>2</sup> The Long-Term Development Programme of PJSC Gazprom (the Gazprom Group) for 2022–2032 was approved by resolution of PJSC Gazprom's Board of Directors No. 1477 dated December 8, 2022.

<sup>3</sup> Approved by resolution of the annual General Shareholders Meeting of PJSC Gazprom dated June 30, 2017, minutes No. 1; [https://www.gazprom.com/f/posts/74/562608/kodeks\\_korporativnogo\\_upravleniya\\_eng\\_30.06.2017.pdf](https://www.gazprom.com/f/posts/74/562608/kodeks_korporativnogo_upravleniya_eng_30.06.2017.pdf)

<sup>4</sup> Approved by resolution of the Board of Directors of PJSC Gazprom No. 3363 dated December 24, 2019; <https://www.gazprom.ru/f/posts/71/134221/dividend-policy-24-12-19.pdf>

<sup>5</sup> Approved by resolution of the Board of Directors of PJSC Gazprom No. 2846 dated November 15, 2016; <https://www.gazprom.com/f/posts/74/562608/anti-corruption-policy-2016-11-15-en.pdf>

<sup>6</sup> Approved by order of OJSC Gazprom No. 423 dated September 4, 2014; <https://www.gazprom.com/f/posts/74/562608/2014-09-04-regulation-hotline-en.pdf>

<sup>7</sup> Approved by resolution of the PJSC Gazprom's Board of Directors No. 2309 dated February 25, 2014 (as amended by resolution of PJSC Gazprom's Board of Directors No. 3307 dated August 20, 2019); <https://www.gazprom.ru/f/posts/60/091228/2014-02-25-codex-of-corporate-ethics-2019-08-20-edit.pdf>

<sup>8</sup> Approved by resolution of the Board of Directors of PJSC Gazprom No. 3168 dated October 19, 2018; <https://www.gazprom.ru/f/posts/57/969815/2021-07-06-provisions-on-procurement.pdf>

<sup>9</sup> Approved by resolution of the Board of Directors of PJSC Gazprom No. 3195 dated December 25, 2018; <https://www.gazprom.ru/f/posts/93/485406/risk-internal-control-policy.pdf>

<sup>10</sup> Approved by order of PJSC Gazprom No. 643 dated September 20, 2017; <https://www.gazprom.com/f/posts/74/562608/quality-assurance-policy-20-09-17-en.pdf>

<sup>11</sup> Approved by resolution of the Management Committee of OJSC Gazprom No. 21 dated May 25, 2015; [https://www.gazprom.ru/f/posts/73/278066/environmental\\_policy.pdf](https://www.gazprom.ru/f/posts/73/278066/environmental_policy.pdf)

<sup>12</sup> Approved by resolution of the Management Committee of PJSC Gazprom No. 39 dated October 11, 2018; <https://www.gazprom.ru/f/posts/60/091228/2018-11-20-energetic-policy.pdf>

<sup>13</sup> Approved by decree of OJSC Gazprom No. 49 dated November 7, 2006; [https://www.gazprom.ru/f/posts/42/687423/hr\\_politics.pdf](https://www.gazprom.ru/f/posts/42/687423/hr_politics.pdf)

<sup>14</sup> Approved by decree of PJSC Gazprom No. 29 dated February 17, 2016 (as amended by decrees of PJSC Gazprom No. 249 dated August 1, 2017, and No. 169 dated July 12, 2019).

<sup>15</sup> Approved by order of PJSC Gazprom No. 416 dated September 17, 2019; <https://www.gazprom.ru/f/posts/60/091228/2019-09-17-safety-policy.pdf>

<sup>16</sup> Approved by order of PJSC Gazprom No. 432 dated June 22, 2017.

<sup>17</sup> Approved by resolution of the Management Committee of OJSC Gazprom No. 32 dated May 22, 2003; [https://mrg.gazprom.ru/d/textpage/4a/74/03.05.22\\_32.pdf](https://mrg.gazprom.ru/d/textpage/4a/74/03.05.22_32.pdf)

## 4. To the Employee Development Section

### Headcount as of the end of the reporting period by employment contract type, thousand people

2020		2021		2022	
Fixed-term employment contract	Indefinite-term employment contract	Fixed-term employment contract	Indefinite-term employment contract	Fixed-term employment contract	Indefinite-term employment contract
31.2	446.4	32.7	446.5	31.5	460.7

### Headcount as of the end of the reporting period by employment contract type and gender, thousand people

2020		2021		2022							
Fixed-term employment contract	Indefinite-term employment contract	Fixed-term employment contract	Indefinite-term employment contract	Fixed-term employment contract	Indefinite-term employment contract						
Male	Female	Male	Female	Male	Female						
17.3	13.9	324.9	121.5	18.5	14.2	324.0	122.5	17.5	14.0	334.2	126.5

### Headcount as of the end of the reporting period by region, thousand people

Federal district / foreign countries	2020	2021	2022	Change 2022/2021, %	Comments
Far Eastern Federal District	8.6	10.2	12.2	+19.6	The growth was driven by: <ul style="list-style-type: none"> <li>• the implementation of strategic investment projects in gas production, processing and transportation;</li> <li>• increased headcount of paramilitary units at the Amur GPP.</li> </ul>
Volga Federal District	86.6	86.4	88.2	+2.1	–
North-Western Federal District	67.7	70.7	72.9	+3.1	The growth was driven by: <ul style="list-style-type: none"> <li>• the implementation of PJSC Gazprom's investment program, including the Gas Supply Development and Gas Infrastructure Expansion Programs for Russian regions;</li> <li>• increased number of the Gazprom Group entities involved in IT projects and the retail sales of oil products.</li> </ul>
North Caucasian Federal District	12.2	12.1	12.2	+0.8	–
Siberian Federal District	25.4	26.0	27.9	+7.3	The growth was driven by: <ul style="list-style-type: none"> <li>• the implementation of a strategic investment project in gas transportation;</li> <li>• increased number of the Gazprom Group entities involved in the retail sales of oil products.</li> </ul>
Urals Federal District	130.5	129.5	133.3	+2.9	The growth was driven by: <ul style="list-style-type: none"> <li>• inclusion of new entities into the Gazprom Group starting 2022;</li> <li>• increased number of the Gazprom Group entities involved in the retail sales of oil products.</li> </ul>



Federal district / foreign countries	2020	2021	2022	Change 2022/2021, %	Comments
Central Federal District	73.3	72.1	73.7	+2.2	
Southern Federal District	42.3	42.0	42.9	+2.1	
Foreign countries	31.0	30.2	28.9	-4.3	The decrease was due to the liquidation of the Gazprom Germania Group.

#### Headcount as of the end of the reporting period by employment type and gender, thousand people

2020				2021				2022			
Full-time employment		Part-time employment		Full-time employment		Part-time employment		Full-time employment		Part-time employment	
Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
341.4	132.9	0.8	2.5	341.5	134.1	1.0	2.6	350.4	136.3	1.3	4.2

No information is collected on the number of employees with fixed-term employment contracts or employees broken down by employment type (full-time/part-time) by region. Introduction of additional analytics for this metric will require extensive efforts related to changes in reporting forms.

#### Number of new hires, thousand people

Indicator	2020	2021	2022	Change 2022/2021, %
New hires	68.3	79.8	81.4	+2.0

The increase was due to hiring by subsidiaries engaged in strategic investment projects in gas production and transportation, as well as by Gazprom VNIIGAZ (organization and staffing measures) and Gazprom Podzemremont Urengoy (production program expansion).

#### Number of new hires by age group

Age	2020		2021		2022	
	thousand people	%	thousand people	%	thousand people	%
Under 30 y.o.	22.7	33.2	26.4	33.1	30.2	37.1
30 to 40 y.o.	22.9	33.6	25.0	31.3	24.7	30.4
40 to 50 y.o.	14.3	20.9	17.7	22.1	16.9	20.7
50 y.o. or more	8.4	12.3	10.7	13.5	9.6	11.8

#### Number of new hires by gender

Gender	2020		2021		2022		Change 2022/2021, %
	thousand people	%	thousand people	%	thousand people	%	
Male	43.8	64.2	50.2	62.9	53.0	65.1	+5.6
Female	24.5	35.8	29.6	37.1	28.4	34.9	-4.1

The changes in gender statistics are negligible.

#### Number of new hires by region

Federal district / foreign countries	2020		2021		2022	
	thousand people	%	thousand people	%	thousand people	%
Far Eastern Federal District	2.4	3.6	3.0	3.8	3.3	4.0
Volga Federal District	8.8	12.9	12.7	15.9	13.2	16.2
North-Western Federal District	11.8	17.3	15.6	19.6	14.5	17.8
North Caucasian Federal District	1.2	1.7	1.1	1.4	1.3	1.6
Siberian Federal District	5.5	8.0	5.7	7.1	5.7	7.0
Urals Federal District	16.7	24.4	19.2	24.1	20.4	25.1
Central Federal District	9.0	13.2	10.7	13.4	11.3	13.9
Southern Federal District	4.8	7.0	6.1	7.6	6.4	7.9
Foreign countries	8.1	11.9	5.7	7.1	5.3	6.5
<b>Total</b>	<b>68.3</b>	<b>100.0</b>	<b>79.8</b>	<b>100.0</b>	<b>81.4</b>	<b>100.0</b>

#### Number of quitters, thousand people

Indicator	2020	2021	2022	Change 2022/2021, %
Quitters	65.3	73.3	68.4	-6.7

The decrease was associated with optimization of the structure of Gazprom Neft Group companies engaged in the wholesale and retail sale of oil products.

#### Quitters headcount broken down by gender

Gender	2020		2021		2022		Change 2022/2021, %
	thousand people	%	thousand people	%	thousand people	%	
Male	39.2	60.1	46.1	62.9	43.8	64.1	-5.0
Female	26.1	39.9	27.2	37.1	24.6	35.9	-9.6

The changes in gender statistics are negligible.

### Number of quitters by age group

Age	2020		2021		2022	
	thousand people	%	thousand people	%	thousand people	%
Under 30 y.o.	14.5	22.3	18.7	25.4	19.1	28.0
30 to 40 y.o.	18.5	28.3	21.3	29.1	18.6	27.1
40 to 50 y.o.	13.0	19.9	14.8	20.2	12.9	18.9
50 y.o. or more	19.3	29.5	18.5	25.3	17.8	26.0

### Number of quitters and staff turnover by region

Federal district / foreign countries	Total quitters, thousand people			Incl. due to staff turnover, thousand people			Staff turnover, %			Change 2022/2021, p.p.
	2020	2021	2022	2020	2021	2022	2020	2021	2022	
Far Eastern Federal District	0.9	1.4	1.5	0.3	0.5	0.6	3.3	4.7	5.5	+0.8
Volga Federal District	9.9	11.6	11.3	2.6	3.6	3.7	3.1	4.3	4.3	+0.0
North-Western Federal District	9.6	12.2	12.2	3.5	5.4	5.7	5.3	8.0	8.2	+0.2
North Caucasian Federal District	1.4	1.1	1.1	0.3	0.4	0.4	2.6	3.3	3.4	+0.1
Siberian Federal District	6.4	5.1	4.5	1.7	2.4	2.3	6.7	9.8	9.1	-0.7
Urals Federal District	16.1	17.9	17.2	4.5	5.6	5.2	3.5	4.4	4.1	-0.3
Central Federal District	12.4	11.6	10.1	4.8	6.5	5.6	6.5	9.1	7.9	-1.2
Southern Federal District	4.8	5.9	5.5	1.7	2.5	1.9	4.2	5.9	4.5	-1.4
Foreign countries	3.8	6.5	5.0	1.3	2.7	2.6	4.5	9.3	9.4	+0.1
<b>Total</b>	<b>65.3</b>	<b>73.3</b>	<b>68.4</b>	<b>20.7</b>	<b>29.6</b>	<b>28.0</b>	<b>4.4</b>	<b>6.4</b>	<b>5.9</b>	<b>-0.5</b>

#### Reasons behind lower staff turnover:

- improvement in the labor market in 2021 following gradual lifting of COVID-19 restrictions;
- reduced activity of employees in the labor market in 2022 on the back of general turbulence and uncertainty in terms of employment.

Staff turnover at PJSC Gazprom is calculated as the ratio of employees who resigned (Clause 3, Article 77 of the Russian Labor Code) or were fired for unauthorized absence and other disciplinary offenses (Article 81 of the Russian Labor Code) to the average headcount (including external part-timers).

### Social partnership development projects implemented by the Gazprom Workers' Union in 2022

Project	Why the project is relevant and how it was initiated (at employees' request / by the workers' union)	Actions taken by the Gazprom Workers' Union	Results
Industry Agreement for 2023–2025 covering Russian companies involved in oil and gas production and the construction of dedicated facilities	Expiration of the Industry Agreement for 2020–2022 and the need to amend the document	Development of proposals and participation in an industry commission governing social and labor relations with a view to amend the draft document	Industry Agreement for 2023–2025 covering Russian companies involved in oil and gas production and the construction of dedicated facilities was successfully signed.
Exercise of employees' rights to take part in entity management (Articles 52–53 of the Labor Code)	Taking into account the opinion of the Gazprom Workers' Union when adopting local regulations	Analysis, discussion and approval of documents by the Gazprom Workers' Union members	The Company adopted 11,917 local regulations taking into account the opinion of the union and elective bodies of organizations within its structure.
Corporate quiz Cracked in Sixty Seconds organized by the Gazprom Workers' Union	Development of employees' intellectual potential	Preparation and holding of the tournament as part of PJSC Gazprom's 2022 Spartakiada Games in St. Petersburg	More than 180 employees of the Gazprom Group took part in the tournament.
Competition to choose the best collective agreements of the Russian oil and gas industry	Sharing positive social partnership experience	Analysis of collective agreements and social and economic indicators. Involvement in the activities of the competition's commission	Subsidiaries of the Gazprom Group are among the competition's prize winners: 1st place: Gazprom Podzemremont Urengoy and Gazprom Transgaz Kazan; 2nd place: Gazprom Dobycha Urengoy, Gazprom Pererabotka and Gazprom Proektirovaniye; 3rd place: Gazprom Dobycha Nadym and Gazprom Gazoraspredelenie Voronezh.
First corporate competition to choose the best occupational safety officers organized by the Gazprom Workers' Union	Sharing best practices by occupational safety officers, promotion of safe working conditions and occupational health	Organizing and holding the competition as part of the Labor Festival jointly with Gazprom Transgaz Ufa	Occupational safety officers shared their experience and learned practical skills.

## 5. To the Process Safety Section

### List of documents on process safety approved in 2022

- PJSC Gazprom's Target Process Safety Enforcement Program for 2022–2025<sup>1</sup>;
- Fire Safety Organizational and Technological Activities Plan for PJSC Gazprom Facilities in 2023<sup>2</sup>;
- Standard Rules on Safety during Gas Hazardous Operations<sup>3</sup> and action plan for these rules<sup>4</sup>;
- Standard Regulation on Video Recording of High-Hazard Operations at PJSC Gazprom's Subsidiaries and Branches<sup>5</sup>;
- Comprehensive Plan of Key Measures to Prevent Road Accidents and Ensure Road Safety at Subsidiaries and Entities of PJSC Gazprom<sup>6</sup>;
- STO Gazprom 18000.3-022-2022 Integrated System of Process Safety Management: Workplace. Air Monitoring. Process Safety Procedure<sup>7</sup>;
- STO Gazprom 18000.3-023-2022 Integrated System of Process Safety Management. Occupational Hazards. Requirements for Workplace Safety at PJSC Gazprom Facilities<sup>8</sup>;
- STO Gazprom Regulation on the Preventive Activities Carried out by Emergency Rescue Services (Forces) and Fire Departments<sup>9</sup>.

Project	Why the project is relevant and how it was initiated (at employees' request / by the workers' union)	Actions taken by the Gazprom Workers' Union	Results
Training in occupational health under a program based on PJSC Gazprom's Integrated System of Process Safety Management (ISPSM), requirements of corporate standards STO Gazprom 18000 series and GOST R ISO 45001, and ISPSM audit organization and execution	Promotion of safe working conditions and occupational health. Need to be aware of, and apply requirements contained in, documents related to PJSC Gazprom's process safety management system	Organizing and holding a seminar jointly with Gazprom Corporate Institute	The Group's employees improved their qualifications and received certificates in process safety.
Creating a single workers' union framework	Building a framework for employee representation in line with the Gazprom Group's governance structure	Consistent efforts to take administrative and practical steps with a view to creating new and integrating existing trade union organizations into the Gazprom Workers' Union	New trade union organizations were created and joined the Gazprom Workers' Union. Some of the existing trade union organizations were integrated into the existing structure. The total membership in the trade union organizations increased.
Corporate meals as an essential part of operational processes	Employees' need for improved availability of meals at the Gazprom Group facilities	Discussion of the matter with representatives of the Gazprom Group entities, taking part in inspections, preparing and submitting relevant proposals	Proposals on how to improve the quality and availability of corporate meals were developed and submitted to the Gazprom Group.
Gazprom Workers' Union PRIVILEGE loyalty program	Joint project by the Gazprom Workers' Union and Gazprombank to provide union members with privileges based on their day-to-day consumer patterns and relying on the MIR payment system.	The Program continued, including card issuance and distribution, with new partners added and the Gazprom Workers' Union PRIVILEGE mobile app upgraded	220 thousand people took part in the Program.
MBA in Sustainable Development and Corporate Social Management	Training social management professionals from among the Gazprom Group entities' employees	Taking part in putting together participant classes and curriculum	The participants embarked on the program's first module in November 2022.
Trade Union Wave Video Series	Awareness raising, coverage of the Gazprom Group's trade union and social policies	Making video series available on the Gazprom Workers' Union website and video sharing platforms, including RuTube	In 2022, 39 episodes of the program were released.

<sup>1</sup> Approved on February 7, 2022, No. 50.

<sup>2</sup> Approved on November 29, 2022, No. 03-241.

<sup>3</sup> Approved on August 26, 2022, No. 328.

<sup>4</sup> Approved on November 14, 2022, No. 03-230.

<sup>5</sup> Approved on October 20, 2022, No. 505.

<sup>6</sup> Approved on August 26, 2022, No. 03-177.

<sup>7</sup> Approved by PJSC Gazprom's Decree No. 189 dated May 17, 2022.

<sup>8</sup> Approved by PJSC Gazprom's Decree No. 277 dated July 29, 2022.

<sup>9</sup> Approved on February 3, 2020, No. 42.

## 6. To the Environmental Protection Section

### The data collection perimeter for the Environmental Protection section (unless otherwise stated):

**PJSC Gazprom, the Company** – the parent company of the Gazprom Group – Public Joint-Stock Company Gazprom – and its 100% subsidiaries and entities involved in exploration, production, transportation, underground storage, processing of hydrocarbons, as well as operation of the Unified Gas Supply System (UGSS).

**The Gazprom Group, Gazprom** or the **Group** mean PJSC Gazprom and the following companies: Gazprom Neft Group, Gazprom Energoholding, Gazprom Neftekhim Salavat, Vostokgazprom Group (JSC Gazprom Dobycha Tomsk), Gazprom Mezhrefiongaz Group, JSC Daltransgaz, Sakhalin Energy LLC, OJSC Severneftegazprom, CJSC Purgaz.

The Group's gas business companies include PJSC Gazprom (100 % of its subsidiaries and entities involved in production, transportation, underground storage and refining of hydrocarbons, as well as operation of the UGSS): Gazprom Mezhrefiongaz, Vostokgazprom Group (JSC Gazprom Dobycha Tomsk), JSC Daltransgaz, Sakhalin Energy LLC, OJSC Severneftegazprom, CJSC Purgaz.

**Gazprom Neft Group** and **Gazprom Neft** mean PJSC Gazprom Neft and its subsidiaries.

**Gazprom Neftekhim Salavat** means Gazprom Neftekhim Salavat LLC and its subsidiaries.

**Gazprom Energoholding** means Gazprom Energoholding LLC and its subsidiaries (PJSC Mosenergo, PJSC MOEK, PJSC OGK-2, PJSC TGC-1).

**Gazprom Mezhrefiongaz Group**, or **Gazprom Mezhrefiongaz**, means Gazprom Mezhrefiongaz LLC and its subsidiaries.

The environmental impact, ecological and economic indicators are shown for the Gazprom Group's operations in Russia.

#### Environmental penalties paid by the Gazprom Group (excluding joint operations) in the Russian Federation, RUB million

Indicator	2020	2021	2022	Change 2022/2021, %
Penalties paid	12.38	23.86	13.71	-42.5

#### Breakdown of the Group's environmental penalties by company, RUB million

Indicator	2021	2022
Gazprom Neft Group	13.59	7.81
PJSC Gazprom	8.21	3.29
Gazprom Energoholding	0.79	1.83
Other Group companies	1.27	0.78
<b>The Gazprom Group, total</b>	<b>23.86</b>	<b>13.71</b>

#### The Gazprom Group's environmental protection expenditures, RUB million

Indicator	2020	2021	2022	Change 2022/2021, %
Investments in capital assets aimed at environmental protection and rational use of natural resources	13,987.15	60,529.57	47,971.71	-20.7
Current environmental protection expenditures	34,440.66	36,303.25	40,419.70	+11.3
Negative environmental impact fees	693.11	710.64	747.34	+5.2
<b>The Gazprom Group, total</b>	<b>49,120.92</b>	<b>97,543.46</b>	<b>89,138.75</b>	<b>-8.6</b>

## Fuel and Energy Savings

The following standards were used to calculate the fuel and energy savings:

1. STO Gazprom 3.3-2-044-2016 Standards and Targets of Resource Consumption, Equipment Usage and Inventory Development at PJSC Gazprom. Methodology of Setting Natural Gas Consumption Limits for Internal Process Needs and Technological Losses during Trunkline Gas Transportation;
2. STO Gazprom 2-1.20-601-2011 Methodology of Estimating the Effect of Fuel and Energy Savings from Internal Process Needs of the Gas Trunkline Transportation;
3. STO Gazprom 2-1.9-191-2008 Methodology of Estimating the Heat Consumption Limits for the Internal Process Needs of OJSC Gazprom's Gas Transportation Businesses;
4. STO Gazprom 2-3.5-113-2007 Methodology for Assessing Energy Efficiency of Gas Transportation Facilities and Systems;
5. STO Gazprom 3.3-2-001-2006 Methodology of Setting Power Consumption Limits for Internal Process Needs of Gas Transportation;
6. STO Gazprom 3.0-2006 Standards and Targets of Resource Consumption, Equipment Usage and Inventory Development at OJSC Gazprom. Main Provisions;
7. STO Gazprom RD 1.19-126-2004 Methodology of Estimating Unit Gas Consumption Standards for Heat Generation and Calculation of Losses in Heating Systems (Boiler Stations and Heat Supply Networks);
8. R Gazprom 2-1.20-819-2014 Methodology of Estimating the Amount of Fuel and Energy Savings from Implementation of Energy Saving Initiatives at the Subsidiaries;
9. R Gazprom 2-1.20-742-2013 Methodology of Defining the Energy Saving Potential of Process Facilities.

## Waste handling

#### Gazprom Group's waste production by type, %

Waste type	2020	2021	2022	Change 2022/2021, p.p.
Bottom ash waste	37	38	16	-22
Drilling waste	34	34	53	+19
Oil sludge	9	5	3	-2
Other	20	23	28	+5

**Gazprom Group companies' waste generation by hazard class, thousand tons**

Indicator	2020	2021	2022	Change 2022/2021, %
Hazard Class I	0.23	0.21	0.13	-38.1
Hazard Class II	0.79	0.95	0.61	-35.8
Hazard Class III	244.36	99.10	108.14	+9.1
Hazard Class IV	1,510.33	1,417.81	1,804.29	+27.3
Hazard Class V (almost non-hazardous waste)	1,474.12	1,528.51	675.42	-55.8
<b>Total</b>	<b>3,229.83</b>	<b>3,046.59</b>	<b>2,588.59</b>	<b>-15.0</b>
Class I and II waste in total waste generated, %	0.03	0.04	0.03	-0.01 p.p.

The decline in waste generation is due to a reduction in bottom ash waste resulting from the growing share of natural gas in the fuel mix.

**Waste handed over for recycling, thousand tons**

Indicator	2020	2021	2022	Change 2022/2021, %
Total, incl.:	1,479.79	1,405.75	1,628.93	+15.9
• waste recycled at the facility	58.58	285.01	418.59	+46.9
• waste handed over to other business entities for recycling	1,421.21	1,120.74	1,210.34	+8.0

**Waste handed over to neutralization, storage or otherwise treated, thousand tons**

Indicator	2020	2021	2022	Change 2022/2021, %
Total waste managed, incl.:	128,068.5	128,814.0	116,022.5	-9.9
• generated as of the beginning of the reporting year	124,735.7	125,661.5	113,321.5	-9.8
• generated in the reporting year	3,229.8	3,046.6	2,588.6	-15.0
• received from other business entities	103.0	105.9	112.4	+6.1
Processed at the facility	0.0	0.0	5.8	0
Recycled at the facility	58.6	285.0	418.6	+46.9
Neutralized at the facility	90.2	102.9	109.7	+6.6
Handed over to other business entities for processing	28.5	15.6	22.9	+46.8
Handed over to other business entities for recycling	1,421.2	1,120.7	1,210.3	+8.0
Handed over to other business entities for neutralization	247.5	196.1	250.9	+27.9

Indicator	2020	2021	2022	Change 2022/2021, %
Handed over to other business entities for storage	2.4	13,250.4	0.7	-100.0
Handed over to other business entities for burial	285.3	186.7	167.7	-10.2
Disposed at operated (own) storage facilities	926.8	902.3	279.3	-69.0
Disposed at operated (own) burial facilities	265.0	344.2	156.3	-54.6
Generated as of the end of the reporting year	125,669.8	113,312.3	113,685.4	+0.3

At the Gazprom Group, most of the waste is Gazprom Neft's drilling waste, Gazprom Energoholding's bottom ash waste (solid coal combustion products generated by TPPs), as well as oil sludge mainly generated by oil and gas production and processing facilities.

The decline in the Gazprom Group's waste generation ensues from a reduction in Gazprom Energoholding's bottom ash waste by 64% due to the growing share of natural gas in the fuel mix.

**Handling of oil-contaminated waste at the Gazprom Group, %**

Activity	2020	2021	2022	Change 2022/2021, p.p.
Waste handed over to other business entities for recycling and neutralization	63	57	45	-12
Waste handed over to other business entities for disposal	19	5	4	-1
Present at the facility as of the end of the reporting year, including storage facilities	18	38	51	+13

**Handling of drilling waste at the Gazprom Group**

Indicator	2020	2021	2022	Change 2022/2021
Total drilling waste managed, thousand tons	1,354.9	1,348.73	1,750.28	+29.8 %
Waste handed over to other business entities for recycling and neutralization, %	72	54	49	-5 p.p.
Present at the facility as of the end of the reporting year, incl. storage facilities, %	23	27	28	+1 p.p.
Recycled at the facility, %	3	17	22	+5 p.p.
Disposed of at own storage and burial facilities, %	2	2	1	-1 p.p.

## 7. Glossary of Abbreviations and Code Names used in the Report

CNG filling station	Automobile gas-filling compressor station
ADR	American depository receipt
AEPS	Automated Electronic Procurement System of PJSC Gazprom
boe	barrel of oil equivalent
GDP	Gross Domestic Product
RES	Renewable energy sources
Gazprom, the Gazprom Group, the Group	A group of companies consisting of PJSC Gazprom (parent company) and its subsidiaries
Gazprom Neftekhim Salavat	Gazprom Neftekhim Salavat LLC and its subsidiaries
Gazprom Energoholding	Gazprom Energoholding LLC and companies consolidated under its management (PJSC Mosenergo, PJSC MOEK, PJSC TGC-1 and PJSC OGK-2)
GCF	Gas and condensate field
NGV fuel	Natural gas vehicle fuel
GPU	Gas pumping unit
GPP	Gas or gas condensate processing plant
Gazprom Neft Group, Gazprom Neft	PJSC Gazprom Neft and its subsidiaries
GTS	Gas transmission system
HPP	Hydro power plant
VMI	Voluntary medical insurance
UGSS	Unified Gas Supply System
ISPSM	Integrated System of Process Safety Management
ITS	Technical reference book
Company	PJSC Gazprom
CNG	Compressed natural gas
KPI	Key performance indicator
CS	Compressor station
MCS	Mobile compressor station
SME	Small and medium-sized enterprises

IFRS	International Financial Reporting Standards
OGCF	Oil and gas condensate field
MET	Mineral extraction tax
VAT	Value-added tax
BAT	Best available technologies
R&D	Research and development
NPO	Non-profit organization
CHI	Compulsory medical insurance
DCA	Designated conservation area
HIF	Hazardous industrial facility
Report	The Gazprom Group's Social Impact Report 2022
PJSC Gazprom and its key subsidiaries	PJSC Gazprom and its gas production, transportation, processing and underground storage subsidiaries
GHG	Greenhouse gases
APG	Associated petroleum gas
OEM	Operational environmental monitoring
RD	Administrative document
RUIE	Russian Union of Industrialists and Entrepreneurs
LNG	Liquefied natural gas
STO	Corporate standard
FSU countries	Countries located in the former Soviet Union territory other than the Russian Federation
RMICS	Risk management and internal control system
STI	Strategic target indicator
EMS	Environmental management system
toe	ton of oil equivalent
Ton of reference fuel	Ton of reference fuel (coal equivalent) equal to 877 m <sup>3</sup> of natural gas, 0.7 ton of oil and gas condensate
GBP ETP	Electronic Trading Platform of Gazprombank Group

## 8. Approval from FBK



### INDEPENDENT PRACTITIONER'S LIMITED ASSURANCE REPORT [TRANSLATION FROM RUSSIAN ORIGINAL]

*To the management of Public Joint-Stock Company "GAZPROM"*

We have undertaken a limited assurance engagement of the accompanying key indicators of sustainable development disclosed in the attached Gazprom Group's Social Impact Report 2022 (hereinafter referred to as the Report), namely, in relation to the following indicators disclosed in the Report (hereinafter referred to as Selected Indicators):

1. Energy intensity indicators of core operations
2. Fuel and energy savings as a result of relevant savings programs
3. Volume of air pollutant emissions
4. Volume of waste generated, waste handed over for recycling, neutralization, storage or otherwise treated
5. Water consumption structure
6. Area of disturbed and remediated lands
7. For employees: number of fatalities as a result of work-related injuries
8. Number of fatalities related to the activities of third-party contractors at the Company's facilities

#### Responsibility of Public Joint-Stock Company "GAZPROM"

Public Joint-Stock Company "GAZPROM" (hereinafter referred to as PJSC "GAZPROM") is responsible for preparation of the Selected Indicators in accordance with the methods based on the provisions of the Recommendations on Disclosure by Joint Stock Companies of Non-Financial Information Pertaining to Their Activities (Letter of the Bank of Russia No. IN-06-28/49 dated July 12, 2021), described in the table "Key indicators reviewed independently and disclosed in the Report based on the Recommendations on Disclosure by Joint Stock Companies of Non-Financial Information Pertaining to Their Activities (Letter of the Bank of Russia No. IN-06-28/49 dated July 12, 2021)" in the section of the Report "About the Report" (hereinafter referred to as Applicable criteria).

PJSC "GAZPROM" is also responsible for the choice of calculation methodologies for the Selected Indicators, their observance and disclosure in the preparation of the Report. This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of the Selected Indicators that are free from material misstatement, whether due to fraud or error.

#### Our Independence and Quality Management

We have complied with the independence and ethical requirements of the Rules of Independence of the Auditors and Audit Organizations and The Code of Professional Ethics of the Auditors, as well as of The International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies International Standard on Quality Management 1, which requires our firm to design, implement and operate a system of quality management, which is supported by policy or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

#### Our Responsibility

Our responsibility is to express a limited assurance conclusion on compliance of the Selected Indicators with the Applicable criteria based on the procedures we have performed and the evidence we have obtained.

We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information. This standard requires that we plan and perform this engagement to obtain limited assurance about whether the Selected Indicators are free from material misstatement.

A limited assurance engagement undertaken in accordance with this standard involves assessing the suitability in the circumstances of PJSC "GAZPROM" use of applicable criteria as the basis for the preparation of the Selected Indicators, assessing the risks of material misstatement of the Selected Indicators whether due to fraud or error, responding to assessed risks as necessary in the circumstances, and evaluating the overall presentation of the Selected Indicators.



A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

The procedures we performed were based on our professional judgment and included inquiries, inspections of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above we have undertaken the following activities:

- Interviewing the management and employees of PJSC "GAZPROM" and obtaining documentary evidence.
- Study of information available on the websites of companies within the Gazprom Group related to Selected Indicators.
- Study of public statements of third parties concerning key indicators of sustainable development of companies within the Gazprom Group, in order to check the validity of the declarations made in the Report and related to Selected Indicators.
- Analysis of non-financial reports of comparable companies for benchmarking purposes.
- Study of the existing processes of collection, processing, documenting, verification, analysis and selection of data related to the Selected Indicators and to be included into the Report.
- Selective review of documents and data on the efficiency of management systems existing in the companies of the Gazprom Group and related to the Selected Indicators.
- Assessment of conformity of the Selected Indicators which are referenced in the table "Key indicators reviewed independently and disclosed in the Report based on the Recommendations on Disclosure by Joint Stock Companies of Non-Financial Information Pertaining to Their Activities (Letter of the Bank of Russia No. IN-06-28/49 dated July 12, 2021)" in the section of the Report "About the Report" to the documents provided to us, including external and internal reporting documents.
- Analysis of the Selected Indicators for compliance with the Applicable criteria.

The procedures were undertaken exclusively in relation to the Selected Indicators for the year ended 31 December 2022.

The procedures were not performed in relation to forward-looking statements; statements expressing the opinions, beliefs and intentions of PJSC "GAZPROM" as the parent company of Gazprom Group to take any action related to the future; as well as statements based on expert opinion.

The procedures were performed in relation to the Russian version of the Report, which includes information to be published.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about compliance of the Selected Indicators, in all material respects, with the Applicable criteria.

#### Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained nothing has come to our attention that causes us to believe that the Selected Indicators are not prepared, in all material respects, in accordance with the Applicable criteria.

FBK, LLC

Practitioner  
Partner  
acting under Power of Attorney No. 130/21 of September 09, 2021

The Russian Federation, Moscow  
May 22, 2023

  
V.Y. Skobarev  
(registration number  
21506080523)

## 9. Assurance of the Russian Union of Industrialists and Entrepreneurs



## 10. Contacts and Feedback

Should you have any questions regarding the Gazprom Group's Social Impact Report, please contact PJSC Gazprom's Department responsible for the information policy.

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