

## APPROACH TO SUSTAINABLE DEVELOPMENT

Aeroflot Group actively contributes to society by increasing people's mobility and accessibility of Russian regions. The Group and its subsidiaries work to benefit a wide range of stakeholders, primarily its passengers and employees.

Aeroflot Group's management team fully understands and assumes responsibility not just for the Group's business success but also for Russia's overall development and contribution to addressing some of the most pressing challenges of today, as well as upholding the rights of all stakeholders. Therefore, seeking the right balance between the interests of our business and societal interests is an essential aspect of the Group's activities and growth.

As it closely links its performance with Russia's overall development, Aeroflot Group pursues multiple corporate social responsibility (CSR) projects aimed at contributing to Russian society, promoting culture and sports, providing support for vulnerable groups, preserving the environment, and supporting other important social projects.

Aeroflot complies with all applicable HR, health, safety and environmental protection legislation, striving to meet the highest global standards for corporate social responsibility.



**34.0  
thousand  
employees**

total headcount of  
Aeroflot Group

## HUMAN RESOURCES

Highly skilled personnel is key to Aeroflot Group's continued success. Consistent approach to HR management ensures sustainable development for the Group, high performance across its key business areas, and trust of passengers and wider society.

### HR POLICY AND PERSONNEL STATISTICS

Aeroflot Group's HR policy is designed to expand the Group's local and global market footprint and win passengers' trust.

The Group's HR policy seeks to build an effective framework of employee relations as a key source of the Group's competitive advantages and ensure generation of economic efficiency gains in all areas of HR management based on comprehensive consideration of the factors that influence employee motivation, encouraging them to fully fulfil their potential.

As at 31 December 2015, the total headcount of Aeroflot Group was 34.0 thousand employees, a 5.6% increase y-o-y. The headcount growth was driven by the Group's expansion and the implementation of a programme to provide employment to Transaero airline's employees. As of 31 December 2015, Aeroflot Group provided jobs to about 2 thousand former employees of Transaero airline, with more Transaero employees going through a review process. A total of 6,060 vacancies were offered to Transaero employees across Aeroflot Group.



**5.6%**

headcount  
growth