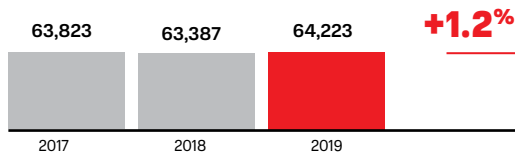


GRI 103-1, 401-1

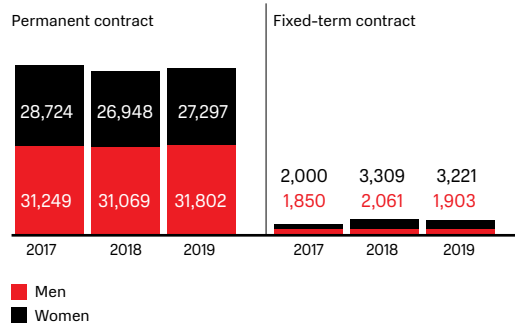
PERSONNEL STRUCTURE

\\ MTS Group's headcount as at 31 December, employees

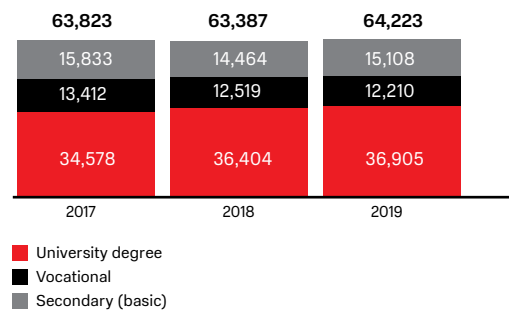


\\ Headcount by job level and type of employment in 2017–2019, employees

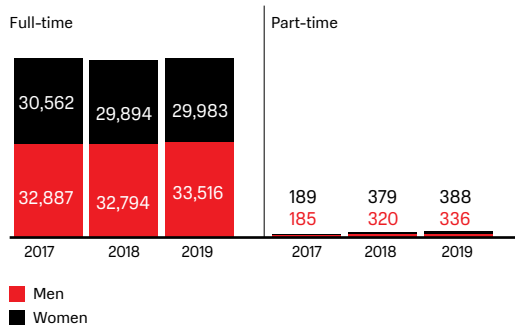
Type of employment contract, by gender



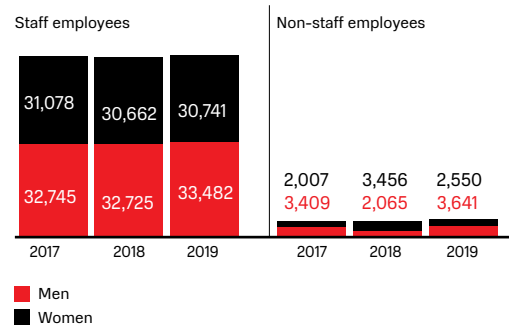
Education level



Employment type, by gender



Headcount for MTS Group, subsidiaries and affiliates



Total headcount for MTS Group, subsidiaries and affiliates (staff and non-staff)

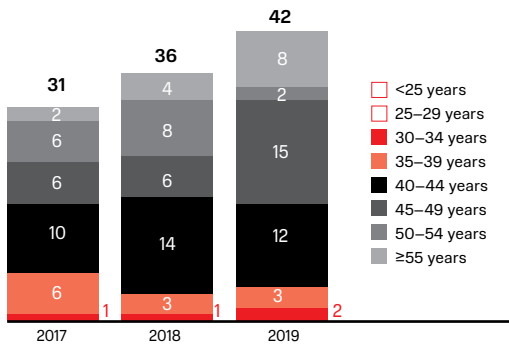
70,414 employees in 2019

68,908 employees in 2018

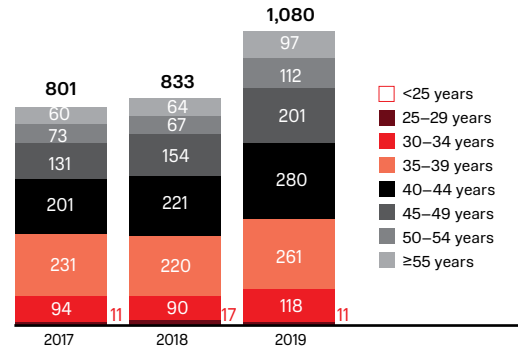
69,239 employees in 2017

\\ Number of managers and specialists by age group, employees

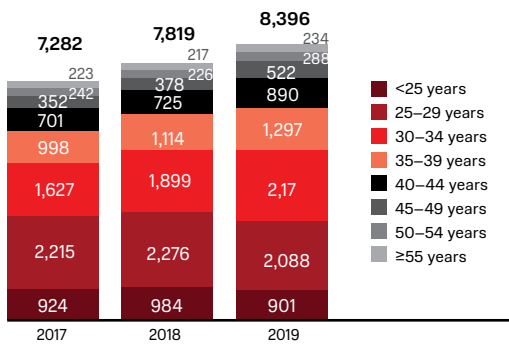
Top-level managers¹
(as at 31 December)



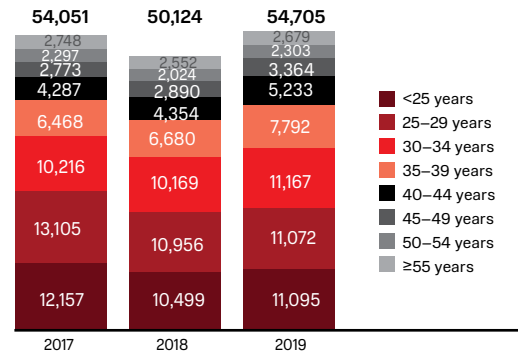
Mid-level managers
(as at 31 December)



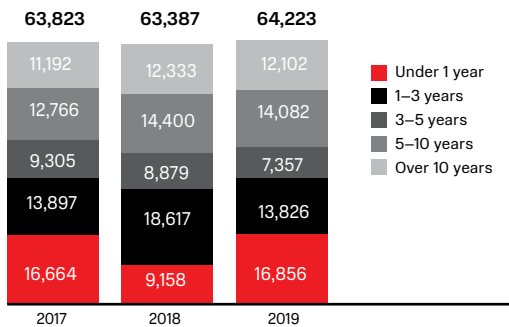
First-level managers
(as at 31 December)



Specialists
(as at 31 December)



\\ Workforce by length of employment at MTS, employees



¹ Only for the larger MTS Group companies.