

# Concept Technopolis Moscow SEZ AO for Sustainable Development

2025 — 2028.



TECHNOPOLIS  
**MOSCOW**  
SPECIAL ECONOMIC ZONE

# Technopolis Moscow SEZ

## Drivers for Sustainable Development



01

### Building the Image of the Leader Contributing to Regional Development

- Securing a leadership position in ESG rankings among the Russian Special Economic Zones
- Opportunity to support regional priorities for reducing greenhouse gas emissions, and make an active contribution
- Going international, sharing experience in sustainable development with the leading Asia-Pacific SEZs.



02

### Opportunities Related to Internal Transformation

- Enhancing efficiency and optimizing costs for resources (energy, water) and waste management
- Enhancing labor productivity and employee loyalty
- Creating sustainable infrastructure for the sites



03

### Added Advantage in Attracting Residents and Investors

- Increasing SEZ attractiveness for ESG oriented residents and investors
- Comprehensive changes in the regional ESG transformation through increasing sustainability of the residents' activities
- Cooperation for the exchange of best practices in sustainable development.

# Mission, Vision and Principles of the Technopolis Moscow SEZ AO in Sustainable Development



## Mission

We are joining efforts of the representatives of business, scientific and educational communities, government, and international partners for developing new high-tech sectors of the domestic economy.



## Vision

Technopolis Moscow SEZ AO is driving the innovative and high-tech sectors and promoting a sustainable ecosystem by reducing negative environmental impacts and developing human potential.



## Principles

### **Caring for Employees**

Improving the well-being and skills of the employees, ensuring safe working conditions and caring for the health of the employees

### **Innovation Support**

Creating innovation infrastructure for the residents

### **Development of the Region of Presence**

Contributing to the socio-economic development of the region of presence, assisting local communities

### **Environmental Responsibility and Contribution to Combating Climate Change**

Protecting environment, improving the environment management system, ensuring responsible use of resources, contributing to climate change combat



## Goals and Objectives of the Technopolis Moscow SEZ AO Concept for Sustainable Development

The **Goal** is to develop a system approach to responsible business conduct based on the effective environmental, social and governance practices and involve residents in the sustainable development agenda.

### Objectives:



Ensure SEZ leadership in the Sustainable Development Agenda and advance Technopolis Moscow in the ESG rankings



Identify Company obligations in sustainable development



Scale up effective environmental, social and governance practices and develop new ones

# Key Areas of the Technopolis Moscow SEZ AO Concept

Technopolis Moscow SEZ AO comprehensively develops sustainable development agenda. 16 areas of activity within the environmental, social and governance blocks were selected for transformation. Integrated efforts will gradually move us towards a more sustainable business model both for the Management Company and residents.

## E

### Environmental

- Greenhouse Gases and Climate Impacts
- Energy Efficiency
- Waste Management
- Use of Water Resources
- Conservation of Biodiversity

## S

### Social

- Labor Protection
- Professional Training and Staff Development
- Social Package and Comfortable Working Conditions
- Ensuring Equality
- Developing Young Talents

## G

### Governance

- Interaction with the residents in sustainable development
- Corporate Governance and Business Conduct
- Charity and Volunteering
- Digital Transformation
- Risk Management
- Interaction with Suppliers



# Greenhouse Gases and Climate Impacts

Technopolis Moscow SEZ quantifies greenhouse gas emissions contributing to the greenhouse effect and having a negative impact on the global climate change on the planet, and strives to reduce them by implementing various measures.

## Strategic Goal

### Reducing Greenhouse Gas Emissions

#### Development of the strategy for Technopolis Moscow SEZ low-carbon development

- Defining the areas of activity within the framework of the strategy
- Developing goals and KPIs within the framework of the strategy
- Developing a plan and roadmap for the Technopolis Moscow SEZ low-carbon development by 2026

#### Incentivizing residents to implement BAT in their operations and quantify their own greenhouse gas emissions (Scope 1 and Scope 2)

- Developing methodological recommendations for residents on quantification of the greenhouse gas emissions
- Developing intangible incentives for residents who quantify emissions
- Increasing proportion of the residents who keep records of greenhouse gas emissions

#### Using alternative energy sources

- Drawing up a plan to replace standard street lights with solar panel lights
- By 2027, **50%** of the street lights installed on the sites are powered by solar energy.

# E

## Energy Efficiency

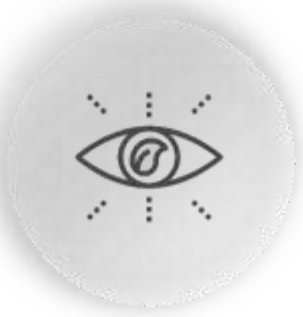
Rational use of energy resources, using less energy to ensure the same level of energy supply for buildings or technological/production processes, are important priorities of the Technopolis Moscow SEZ in energy efficiency improvement.

### Strategic Goal

#### Energy Consumption Reduction in Office Premises and Production Sites

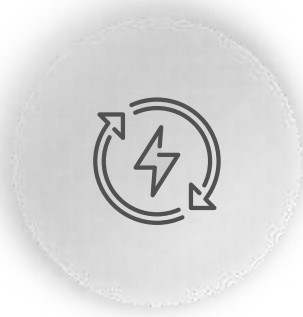
##### Planning and conducting energy audit to determine the energy saving potential

- Conducting energy audits for **ALL** SEZ sites by 2026



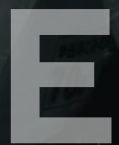
##### Developing a plan to reduce energy consumption based on the results of the energy audit

- Developing and approving a plan to reduce energy consumption for **ALL** sites by 2026



##### Developing a culture of energy conservation

- Strengthening communication on the energy saving issues:  
Placing at least **1** post per month
- Generating visual communication on energy saving topic in the Management Company offices and on the production sites  
Preparation and placement of at least **15** information posters on LED displays and electronic information stands in the public spaces of the Management Company and on production sites by the end of 2025



# Waste Management

Technopolis Moscow SEZ strives for responsible waste management, which implies rational use of the natural resources, in particular, separate waste collection and waste generation reduction.

## Strategic Goals

### No. 1. Increasing the Share of Separate Waste Collection

#### Increasing the number of separate waste collection fractions

- Adding at least **2** new waste sorting fractions by 2026
- **20%** annual increase in the volume of collection of the new waste fractions (starting in 2026)

#### Waste collection marathon among residents

- Running at least **2** marathons a year
- At least **30%** of residents participate in marathons by 2026, and at least **50%** by 2028.

#### Strengthening employee motivation to sort waste

- Counting the waste generated, recycling it, and publicly announcing it
- Organization of waste collection marathons between structural divisions
- Separate waste collection tanks to be installed in the corridors instead of standard wastebaskets in the classrooms

### No. 2. Implementation of Waste Reuse Practices at the SEZ sites

#### Implementation of the industrial cooperation system among residents

- Functionality of the resident's Personal Account for the exchange of resources introduced by 2026
- Achieving a **20%** share of residents participating in the cooperation by 2027
- Annual **10%** growth in the resource exchange volume (starting in 2026)

#### Things Swap between the employees of the Management Company and residents

- Creating a Things Swap Platform for SEZ employees by mid 2025
- **10%** annual growth in the number of the platform subscribers/users



## Strategic Goal

### Expanding Biodiversity Conservation Programs through Partnerships and Environment Volunteering

#### Implementation of projects in biodiversity within the framework of cooperation and partnerships

- Concluding **2** agreements on cooperation in biodiversity by 2026
- Implementing **2** biodiversity projects by 2028

#### Possible areas for cooperation

Guardianship of Red Book animals



Participation in Federal tree planting campaigns



Release of fry, installation of duck houses



Cultural and educational projects



#### Expanding environmental volunteering towards biodiversity conservation and ecosystem restoration

- Carrying out **6** actions in environmental volunteering by 2026 in total <sup>1</sup>
- At least **10%** of employees have participated in environmental volunteering campaigns by 2026 <sup>1</sup>

#### Possible areas of eco-volunteering

Tree planting on the Technopolis Moscow SEZ territory and beyond



Environmental Runs



Garbage collection campaigns



#### Greening and creation of park areas on the SEZ territory

- Annual increase in the green space share
- Implementation of **2** projects to create park areas in the SEZ by 2028.



# Labor Protection

Creating safe working conditions, training employees in occupational safety rules, and improving occupational safety culture are the key priorities of the Management Company in occupational safety.

## Strategic Goals

### No. 1. Continuous Improvement of the Labor Protection System

#### Certification of the occupational safety and health management system for compliance with

##### ISO 45001

- Conducting document verification and on-site audit by the accredited agency
- Obtaining a certificate of compliance with the ISO 45001 by mid 2026

#### Automation of the labor protection information system

- **60 %** digitalization of labor protection documents by 2026
- Accounting for **100%** of incidents, microtraumas, vaccinations, and morbidity in online format by 2026

### No. 2. Prevention of Injury Cases

#### Promoting an occupational health and safety culture

- Streamlining communication from the top management level on occupational safety and health issues  
At least **1** information post per month on the occupational safety
- Establishing visual communication channel on labor protection,  
Placing at least **15** information posters on LED displays and electronic information stands in public spaces of the Management Company and on production sites by the end of 2025

#### Use of the game formats in occupational safety training

- At least **20%** of the training time on occupational safety takes place in a game format (starting in 2026)



# Professional Training and Staff Development

Technopolis Moscow SEZ emphasizes education as a particular instrument to provide employees with the new knowledge, skills and capacities. Professional development is the key to effective fulfillment of the labor functions assigned to an employee. Management Company provides many opportunities to unlock the mental potential of each employee

## Strategic Goals

### No. 1. Maximizing Potential of Different Employee Categories

#### Professional development within the framework of job competencies

- Approval of regulations on the organization of professional development for employees within the framework of their job competencies
- Collecting requests for enhancing qualifications from structural subdivisions (annually)
- Training costs are allocated annually in the financial and economic activity plan

#### Providing employee subscriptions to the electronic library, including business literature

- Contracting **400** employees by mid 2025
- At least **50%** of the employees use an e-book reading application.
- **Monthly** featuring recommended books on business topics

#### Annual professional trainings for managers and line specialists in sustainable development

- Designating managers and employees in charge of the activities within the framework of the concept.
- At least **10 employees** receive advanced training in sustainable development annually.



# Professional Training and Staff Development

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## Strategic Goals

### No. 2. Developing Opportunities for Knowledge Exchange Between Employees

#### Implementation of programs that promote knowledge exchange between employees

**Reverse Mentoring** program:  
knowledge exchange between  
the young and experienced employees

- **10%** of employees participate in the initiative by 2027
- **10%** annual increase in the number of experience exchange meetings (starting 2027)

#### **Internal Experts** program for employee training

- At least **3%** of employees become internal experts by 2026
- **10%** annual increase in the number of internal experts (starting in 2025)
- At least **30%** of employees have used the internal experts assistance for training





# Social Package and Comfortable Working Conditions

Along with the material motivation, the Management Company acknowledges the importance of non-material component of personnel motivation, office premises and recreation areas. These factors play a significant role in the company's social policy and contribute to the increased productivity and employee loyalty.

## Strategic Goals

### No. 1 Increasing Employee Satisfaction through Improved Infrastructure and Wellness Programs

#### Employee Well-Being Improvement Program

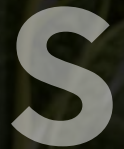
- Development and implementation of the well-being improvement program by 2026
- **30%** of employees take part in the program by 2028
- Conducting employee satisfaction surveys with the well-being program **2 times a year**
- **Reduced** staff turnover
- A **30%** increase in the average number of applications from the candidates for vacancies in the Management Company compared to 2024

#### Employee Infrastructure Improvement Program

- Development and approval of the employee infrastructure improvement program by 2026
- **60%** of the employees are satisfied with the infrastructure by 2027
- **75%** of the employees are satisfied with the infrastructure by 2028
- **Reduced** staff turnover

### No. 2 Supplementary Medical Insurance for Employees

- Provision of supplementary health insurance for 100% of employees by 2026



# Social Package and Comfortable Working Conditions

Along with the material motivation, the Management Company acknowledges the importance of non-material component of personnel motivation, office premises and recreation areas. These factors play a significant role in the company's social policy and contribute to the increased productivity and employee loyalty.

## Strategic Goal

Strengthening the Employer HR brand

### Job Fair with Partner Companies

- Exploring opportunities for cooperation with career centers
- **Annual** collection of applications from the SEZ residents and lessees to participate in the Job Fair (starting in 2025)

The Job Fair can be held both on the SEZ area and on the specialized sites.

### Employer Rankings

- Participate in at least **3** employer rankings by 2028
- At least **70%** of employees are being interviewed as part of the 2027 ranking.
- **100%** of employees are being interviewed as part of the 2028 ranking



## Ensuring Equality

Equality and non-discrimination principles are strictly observed in the SEZ. The Management Company has developed and implemented a Human Rights Policy that excludes any form of discrimination in employment, including on the basis of gender or disability.

### Strategic Goals

#### No. 1 Women's Leadership Support

**Events dedicated to the experiences and success stories of women in the SEZ Management Company and SEZ resident companies' leadership positions.**

- Developing a content plan for the sustainable development club events, taking into account meetings dedicated to the success stories of women in leadership positions
- Holding at least **3** meetings on gender equality

#### No. 2 Inclusion in the Workplace

**Assistance in the employment of applicants with disabilities**

- Conclusion of at least **2** cooperation agreements with public organizations and NGOs by 2027
- Increase in the share of employees with disabilities in the Management Company and resident companies by **10%** by 2027 (relative to 2025)



# Developing Young Talents



The Technopolis Moscow SEZ Management Company place a high emphasis on training young specialists. Practical training and internships for university and college students are regularly organized in the Management Company and at resident companies. Guided tours of the SEZ sites are provided for the schoolchildren.

## Strategic Goals

### No. 1 Education of Children of The Management Company's and Resident's Employees

#### **Contribution to achieving the national goal "Opportunities for Self-Realization and Talent Development"**

By 2026

- Determining the locations for the Family Center at the Pechatniki and Rudnevo sites
- Working out a Family Center concept
- Allocation of costs for the Family Centers in the 2027 financial and economic activity plan

**3** Family centers operating on the SEZ area (Alabushevo, Pechatniki and Rudnevo sites) by the end 2027

#### **Creating a family and parenting support program**

- Creating, adopting and publishing a family and parenting support program by the end of 2025
- At least **10** events (educational, sports, leisure) are held annually, and employees are invited together with their children.
- At least **2** family events are held annually
- Annual summer day camp groups for the employees' children are organized annually





# Developing Young Talents

Technopolis Moscow SEZ Management Company place a high emphasis on training young professionals. Practical training and internships for university and college students are regularly organized in the Management Company and at resident companies. Guided tours of the SEZ sites are provided for the schoolchildren.

## Strategic Goals

### No. 2 Interaction with Universities and Colleges

#### Meetings with the employer (introduction of ambassador positions in the universities)

- Identifying a number of internal team members (ambassadors) to work with students by 2026
- Conducting at least **5** events in the universities online and offline by 2026
- Participation in job fairs in **5** different universities at least **5** times by 2026
- At least **5%** of aspiring professionals are employed in the Management Company through a job fair by 2027





# Interaction with residents in the ESG area

Along with improving our own sustainable development practices the Management Company sees the task of involving residents in the sustainable development agenda, encouraging them to implement ESG practices in their activities. This will lead to the ESG transformation of the region of presence by increasing the sustainability of the residents' activities, and will help engage residents who are committed to green technologies.

## Strategic Goals

### No. 1. Increasing the Share of Residents Implementing Sustainable Development Practices

#### ESG assessment of residents

- Development of the questionnaire for assessing residents against ESG criteria
- **80 %** of residents to be assessed against the ESG criteria by the end of 2025
- Annual ESG assessment update for the residents

#### Development of the non-material incentives for the implementation of sustainable development practices by residents

- Development of the list of non-material incentives for residents by 2026
- **10%** increase in the number of residents implementing sustainable development practices (since 2026)

#### Identification of areas for joint environmental and social projects with residents

- Annual increase by **10%** in the share of residents who indicate their interest in the joint projects
- At least **3** joint sustainable development projects with the residents are implemented by 2028
- **2/3** of the projects meet the established performance criteria

#### Scaling up ESG events for residents

- At least **4** sustainable development events a year are organized for the residents
- Involvement of at least **10%** of residents in the environmental actions annually

### No. 2. Strengthening the ESG Methodological Support to the Residents

#### Developing a list of the ESG methodological materials for residents

- Development of methodological recommendations for estimating greenhouse gas emissions by residents by 2025
- Development of methodological recommendations for the preparation of sustainable development reporting by residents by mid 2025



# Corporate Governance and Business Ethics

Technopolis Moscow SEZ AO builds a reliable and transparent corporate governance system. Adherence to high standards of the corporate ethics and corresponding compliance is an integral part of the Management Company's policy. Business relationships in the SEZ are built on bona fide conduct and avoidance of the conflicts of interest.

## Strategic Goals

### No. 1. Increasing Transparency of Doing Business and Maintaining High Standards of the Business Conduct

#### Increasing transparency of the corporate governance system and decisions made

- More detailed disclosure of the information on the management structure and the role of the management bodies, as well as key decisions taken by them.

#### Creation of the Ethical Club for Management Company employees and residents

- At least **3** meetings a year are held within the framework of the Ethical Club.
- **30%** of the participants in the Ethical Club meetings are residents
- A **5%** annual increase in the number of Ethical Club members (starting in 2025)

### No. 2 Disclosure of information in Sustainable Development Reports

#### Increasing Sustainable Development Reports transparency

Annual information disclosure in the Report on:

- the SEZ environmental impact due to the use of electric and thermal energy
- actual and potential impact of the Management Company's activities on the environment
- intensity of greenhouse gas emissions
- use of natural resources (land) and related protection of biodiversity
- focus of the sustainable development activities



# Charity and Volunteering



Since 2021, the SEZ has hosted charity and volunteer events such as Donor Day, Kind Things and Kind Caps. A full-fledged corporate volunteering program “TechnoGoodDeed” for employees of the Management Company and SEZ residents has been functioning since 2024. The Company believes it is important to develop this program and charitable activities, which is why it designates these activities as a separate area of work within the framework of the concept.

## Strategic Goals

### No. 1 Development of the Corporate Volunteering Program

#### **Attracting participants to the TechnoGoodDeeds corporate volunteering program**

- Conducting at least **15** volunteer and charity projects a year
- Attracting at least **500** participants by 2027

### No. 2 Charity Projects Implementation

#### **Development of cooperation with charities and NGOs**

- Approval of the Charity Regulations and identification of charity projects relevant to the Company
- Implementation of at least one charitable project a year





## Interaction with Suppliers

Technopolis Moscow SEZ AO builds a responsible procurement system, through which it deals with the suppliers and contractors. The Management Company seeks to acquire goods that were produced and get consumed with a minimal negative impact on the environment.

### Strategic Goal

Accounting for ESG Factors in Procurement



#### **Purchase of goods made using recyclables or intended to support socially significant initiatives**

- Purchasing at least **50%** of branded products consisting of recycled materials and/or from the category of “eco-friendly goods” annually
- Gifts for employees (February 23, March 8, New Year, etc.) include handmade products from the manufacturers who give jobs to people with disabilities, elderly people in the countryside, orphanage graduates, transfer profits to charity, create environmental and cultural initiatives.



# Digital Transformation

The Management Company follows global trends and implements digital technologies, transforms products and services using modern information technologies, and strives to ensure a new technological level of the company.

## Strategic Goal

Improving efficiency and quality of the Technopolis Moscow SEZ business processes and services through digital technologies

**Promotion of the initiative at the Department of Investment and Industrial Policy to create an electronic option for submitting the application for SEZ resident status or the application to change the terms of the agreement on carrying out activities in SEZ.**

- Making it possible to apply fully online by 2026
- Ensuring the possibility of obtaining resident status fully online by 2028

**Digital Transformation Policy development and approval**

- Digital Transformation Policy development and approval by 2026

**Upgrading the resident's personal account**

- Increasing the share of services for residents in the online format

**Adding information on the digital transformation to the sustainability report**

- Annual disclosure of information on the Management Company's performance in the digital transformation



# Risk Management



Technopolis Moscow SEZ aims to increase sustainability, reduce the probability of financial and reputational losses when risks occur. The Management Company has established risk management principles, identifies, analyzes and assesses risks, and develops risk mitigation measures. Further improvement can be achieved by integrating the ESG-risk management system into the overall risk management system.

## Strategic Goal

### No.1 Enhancing the Risk Management System with Regard to the ESG-risk Integration

#### Development and approval of the Risk Management Policy

- Preparation and approval of a Risk Management Policy by 2026



#### Conducting an ESG risk assessment, including climate risks

- Development of the methodology for assessing climate risks by mid 2025
- Conducting a climate risk assessment by 2026
- Development of the methodology for assessing ESG risks by 2026
- Conducting an ESG risk assessment by mid 2026
- Assessment of **100%** of identified ESG and climate risks by 2028

#### ISO 31000 Risk Management <sup>1</sup> Certification

- Conducting document verification and on-site audit by the accredited agency by the end of 2026
- Obtaining ISO 31000 Risk Management certificates by the end of 2026.

#### ISO 20121 Event Sustainability Management System <sup>2</sup> Certification

- Conducting document verification and on-site audit by the accredited agency by the end of 2026
- Certificate of compliance with ISO 31000 Risk Management by the end of 2026

1. GOST R ISO 31000 -2019 (as part of the management system development)

2. GOST R ISO 20121-2014 (as part of the management system development)



# Risk Management

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## Strategic Goal

### No. 2 Improvement of Activities Basing on the Feedback from the Residents



#### Conducting surveys of the residents' satisfaction

- Development of the questionnaire of the residents' satisfaction. Residents are surveyed at least **2** times a year
- Feedback service functioning on a permanent basis
- At least **2** times a year residents can meet Management Company's top managers.
- Follow-up on improving the Management Company's performance and resolving residents' issues, based on the feedback received.



# Technopolis Moscow SEZ seeks to account for the stakeholders' interests and involve the stakeholders in the ESG-strategy implementation

