



ESG strategy for A101

Agenda



- Best practices of ESG-strategies
- About A101
- CEO's statement on ESG-transformation
- The architecture of A101's ESG and sustainability activities
- The purpose and values of A101
- Business model of A101
- Key ESG & SD principles for A101
- Integration of current SDGs for A101
- ESG framework, key ESG targets and timeline (2021-2025)
- Categorized stakeholders map and prioritization
- Assessing the materiality of the product
- Impact assessment and management
- Category 1, 2- and 3-volume emissions estimates
- Organisational structure for implementing ESG-transformation
- Commitment to disclosure and reporting
- Engagement in Russian and international SD and ESG initiatives
- Participation in Russian and international ESG-rankings
- Roadmap for implementing the ESG-strategy (2021-2025)





**Best practices of
ESG-strategies**

Best practices of ESG-strategies

Top 10 largest developers in Russia

Only **2/10** has Sustainability report and ESG-strategy, **2/10** have values and plan to make an ESG strategy

Place	Company	Year of establishment	Headquarters	CEO	Revenue, billions RUB	ESG strategy/ documentation/ values
1	PIK Group	1994	Moscow	Sergey Gordeev	233,3	Annual and Sustainability Report
2	Setl Group	1994	St. Petersburg	Jan Isak	98,1	no information available
3	FGC Group	2005	Moscow	Vladimir Voronin	113,2	Declared qualities: social responsibility, environmental protection, etc., but no sustainability documents
4	LSR Group	1993	St. Petersburg	Andrey Molchanov	81,5	Annual and Sustainability Report
5	Granel Group	1992	Moscow	Ilshat Nigmatullin	97,3	no information available
6	Etalon Group	1987	St. Petersburg	Gennady Shcherbina	73,4	no information available
7	Ingrad Group	2012	Moscow	Pavel Poselenov	56,8	no information available
8	Samolet Group	2012	Moscow	Anton Elistratov	51,2	Planning to structure ESG-principles
9	RG-Development	2013	Moscow	Tatiana Tikhonova	36,9	no information available
10	A101	2011	Moscow	Ignatius Danilidi	37,9	no information available

"The practice of ESG in the construction industry is almost non-existent in Russia"



"Most companies do not keep records of water and electricity use"

"Companies operate under Russian legislation and only a small number of companies have diversity and inclusion policies"

According to a mini-interview with Victor SH (construction company manager)



Best practices of ESG-strategies

	PIK Group	LSR Group	Samolet Group
The company's contribution to sustainable development	Ensuring efficient use of resources, making a positive contribution to social and economic development and following high standards of environmental and industrial safety, corporate governance and social responsibility, compliance with requirements for protection against threats of natural and manmade nature.	Business develops not only for profit, but also for the well-being of society as a whole. It is important for a company to create value not only for shareholders in the form of dividends, but also for the country and its people.	Development of an effective and transparent corporate social responsibility management system. The Company strives to take into account the current sustainable development agenda, which provides for the active participation of business in the harmonious development of the economic, environmental and social spheres of society.
Stakeholder engagement	Engage in an open dialogue with all stakeholders, taking into account and maintaining a balance of interests of different stakeholder groups through effective interaction mechanisms. The Company seeks to keep stakeholders better informed of its operations and to ensure that the information it provides to them is accurate, substantial, up-to-date, and relevant.	A focus on mutually beneficial and long-term relationships with both company employees and shareholders, customers, communities, authorities, partners, media and public organizations. The approach is based on trust, respect, transparency and commitment.	Planning the implementation approach to ESG compliance is more organized and structured, as investors and a wide range of other stakeholders are actively interested in the topic.
Key areas for action in the area of sustainable development	<ol style="list-style-type: none"> 1. Improving the company's approach to managing sustainability aspects; 2. Developing and updating internal regulatory documents in this area; 3. Increasing the transparency of its activities through public disclosure of information 	<ol style="list-style-type: none"> 1. Ensuring decent and safe working conditions (occupational health and safety, personnel); 2. Ethics and anti-corruption; 3. Contributing to the development of the regions of operations; 4. Environmental protection. 	<ol style="list-style-type: none"> 1. Contributing to the development of the regions where the company operates; 2. Implementation of innovation; 3. Occupational Health and Safety; 4. High level of social protection; 5. Motivation and staff engagement.
The following of SD-goals	SDG's PIK 	SDG's LSR 	The plans for 2021 are to systematize sustainability activities and introduce them into the Company's management practices. Implementation of ESG compliance approaches towards more organized and structured, annual expansion of the range of non-financial indicators

Best practices of ESG-strategies

	PIK Group	LSR Group	Samolet Group
The use of «green» technology in building construction	Modular construction technology help to make the construction process greener by: <ul style="list-style-type: none"> • reducing the volume of construction debris to almost zero; • cutting CO2 emissions; • reducing the number of injuries and deaths of employees working at construction sites (modular construction involves production in safe and comfortable conditions of a plant). 	LSR Group received the status of honorary member of the Association for the Promotion of Green Building Regulations: implementation and adherence to green construction and building materials production regulations and environmental protection.	Development of a new product line based on the world's best urban planning practices in house construction and neighbourhood planning. The concept of the renewed residential neighbourhood includes target parameters and design standards which are based on the organisation of a comfortable, modern and safe living environment.
Sustainable development risk management	<ul style="list-style-type: none"> • Environmental risks; • HR management risks; • Regulatory risks; • Ethics and corruption risks; • Occupational health and safety risks; • Risks associated with maintaining financial stability; • IT and information security risks; • Risks associated with suppliers and contractors. 	<ul style="list-style-type: none"> • Risks related to occupational health and safety; • Risks related to changes in legislation; • Risks related to personnel management; • Risks related to ethics and corrupt practices; • Risks related to environmental protection; • Risks related to climate change; • Risks related to customer relations; • Risks related to interactions with suppliers and contractors. 	<ul style="list-style-type: none"> • Legislative risks; • Regional risks; • Corporate governance risks; • Human resource policy risks; • Environmental risks <p>The company takes into account all environmental requirements in construction, strictly observing during the design of the project and the execution of the works.</p>
ESG achievements and awards	<ul style="list-style-type: none"> • Expert RA Rating Agency: ESG rating of PIK Group at ESG-II - a very high level of compliance with sustainability interests in making key decisions; • 44th ESG rating according to RAEX-Europe (status on 16.09.2021) 	<ul style="list-style-type: none"> • LSR has 33rd ESG ranking according to RAEX-Europe (status as on 16.09.2021); • LSR Group's ESG rating is 'BBB' according to MSCI ESG Research (updated August 2021) 	-





About A101



About A101

Investment and construction company, one of the best developers in Moscow

1 place

among developers in the TNAO*

2 place

by volume of housing commissioned in Moscow**

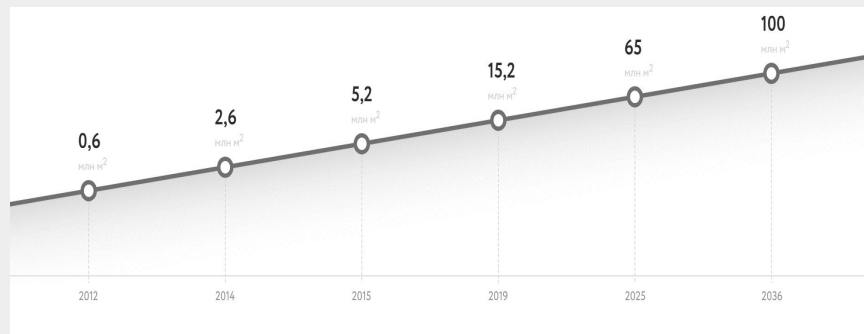
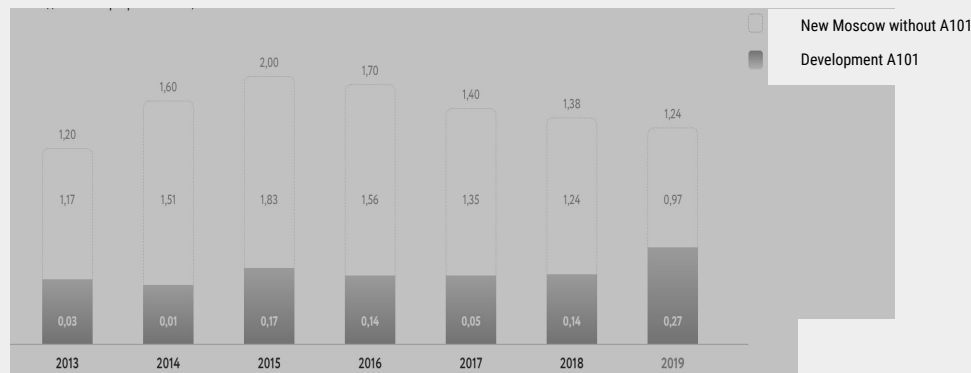
ruA

non-financial company credit rating***

Developer of the year

residential properties****

Volume of multi-family housing commissioned, million m²



The approved master plan for the development of the TiNAO until 2035 is more than 100 million m² of real estate

*Metrium
 **ERZ
 ***RaExpert
 ****PROESTATE&TOBY Awards 2019
 A101.



Industry Real estate

Headquarters Moscow, Russia

Founded 2011

CEO Danilidi Ignatius

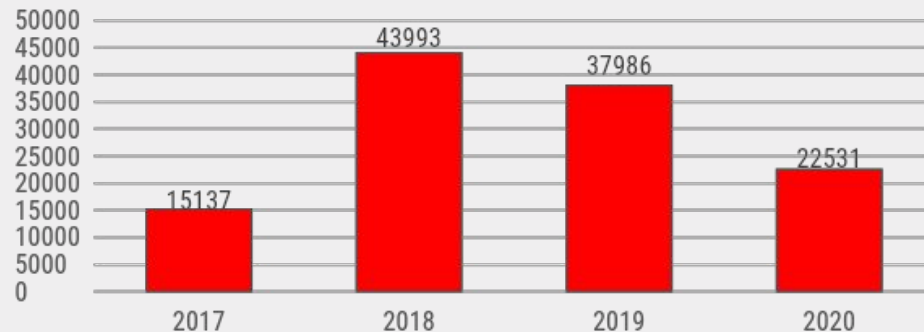
Founder Balamer holdings limited

Revenue 22,53 billion roubles

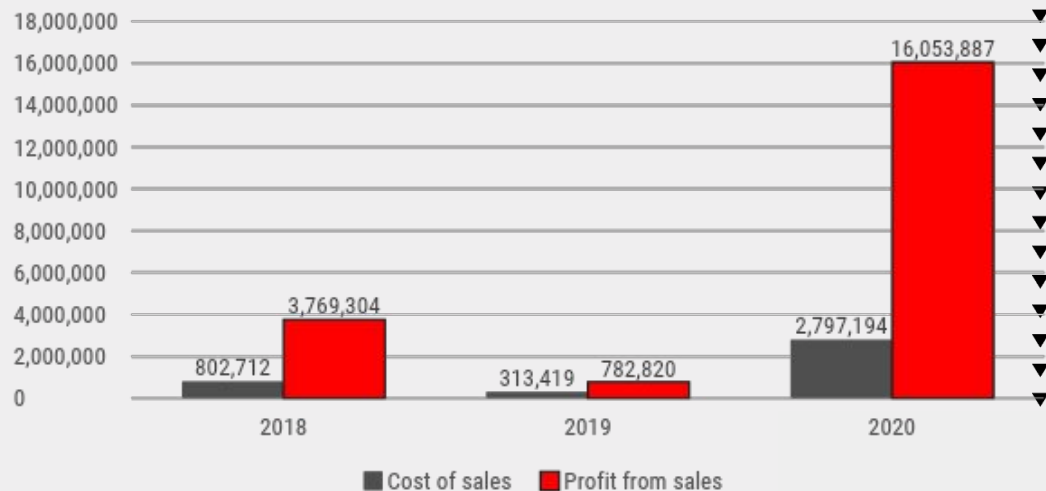
Number of employees 536 workers

About A101

Revenue of A101, in million RUB



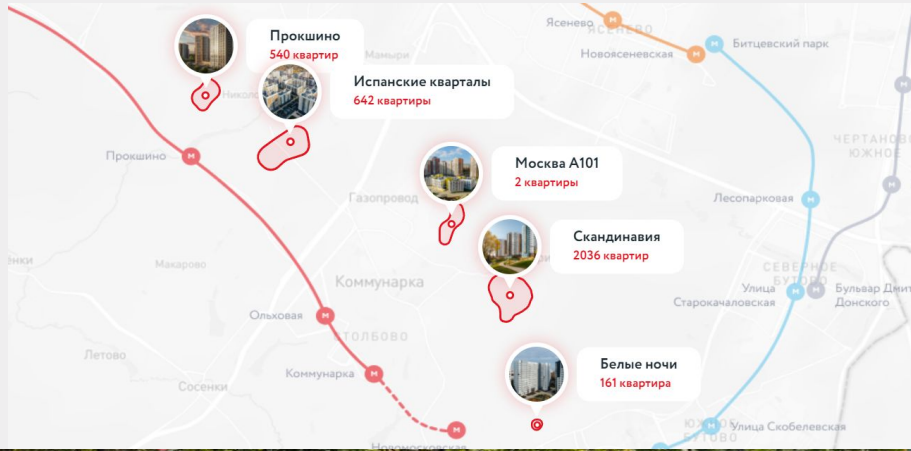
Cost of sales and profit from sales of A101, RUB



About A101



Geography of buildings



A101 creates park and urban public spaces in the style of each neighborhood, preserving and taking advantage of the natural landscape. For example, the company paves bicycle and pedestrian routes for walks in parks, sports, and convenient, safe access to metro stations.



Comprehensive greening



More than 50,000 trees and plants have been planted



The background is a complex composition of abstract geometric elements. A large black diamond shape is the central focus, containing the text. Surrounding it are various patterns: a wavy line with three arrows in the top left; a grid of dots in the top right; a series of concentric diamonds in the top right; a large plus sign in the bottom right; a grid of dots in the bottom left; a series of horizontal lines in the bottom right; and several other geometric shapes like circles, squares, and lines scattered throughout.

CEO's statement on ESG-transformation



Dear shareholders, colleagues, partners!

A101 Group has prepared a preliminary plan of the Sustainability Report in accordance with the Global Reporting Initiative Standards.

Our company plans to implement sustainability standards, paying attention to openness and transparency of information in terms of corporate governance. A101 aims to implement TCFD's recommendations for voluntary financial disclosure.

In addition to operational and financial performance, sustainability achievements play a special role. A101 values its clients and strives to realize construction of high quality and safe houses, using proven and sustainable materials. Even today we pay attention to social infrastructure and landscaping, ensuring safety and taking care of the population and the environment.

Of course, the year 2020 has brought changes in personnel management processes, employee and customer health care due to the spread of the COVID-19 coronavirus infection. We have to respond quickly to structural changes in the market, changes in legislation and changes in business technology. Already now we have done a set of measures to develop the online service for residential and commercial sales, providing a remote format of work. Today, we must continue to do everything we can to ensure the stability of the company's operations and the security of all stakeholders.



Danilidi Ignatius,
General Director of A101 Group of Companies

The background is a white canvas filled with various abstract geometric patterns. A large black diamond shape is the central focus, containing the main text. Surrounding it are patterns of concentric squares, circles, wavy lines, grids of dots, and arrows. The overall style is modern and minimalist.

The architecture of A101's ESG and sustainability activities

A101's ESG and sustainability activities

System of ESG development


- Purpose and values
- Business model
- ESG & SD principles
- SDGs
- ESG framework, key ESG targets and timeline
- Roadmap for implementing the ESG-strategy



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The purpose and values of A101

The purpose and values of A101

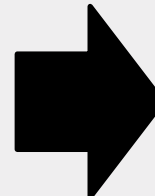



The primary purpose of A101's ESG and sustainability activities is to become the ESG leader in the urban development industry in the Russian and global markets.

SMART - goals

- 
- 1 To be in Top-100 RAEX Europe ranking in the upcoming 5 years
 - 2 To decrease the amount of material waste and the level of noise in the process of construction by 10% by 2025 year
 - 3 To follow 3 modern technologies which help to implement the global standards of green construction in the upcoming 5 years

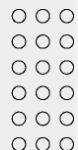
A101 is focused on realizing the company's **5 values**:

- 
- Preserving the planet,
 - Responsible construction,
 - Promoting health and safety,
 - Developing local infrastructure,
 - Ensuring decent working conditions.
- 

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Business model of A101

Business model of A101



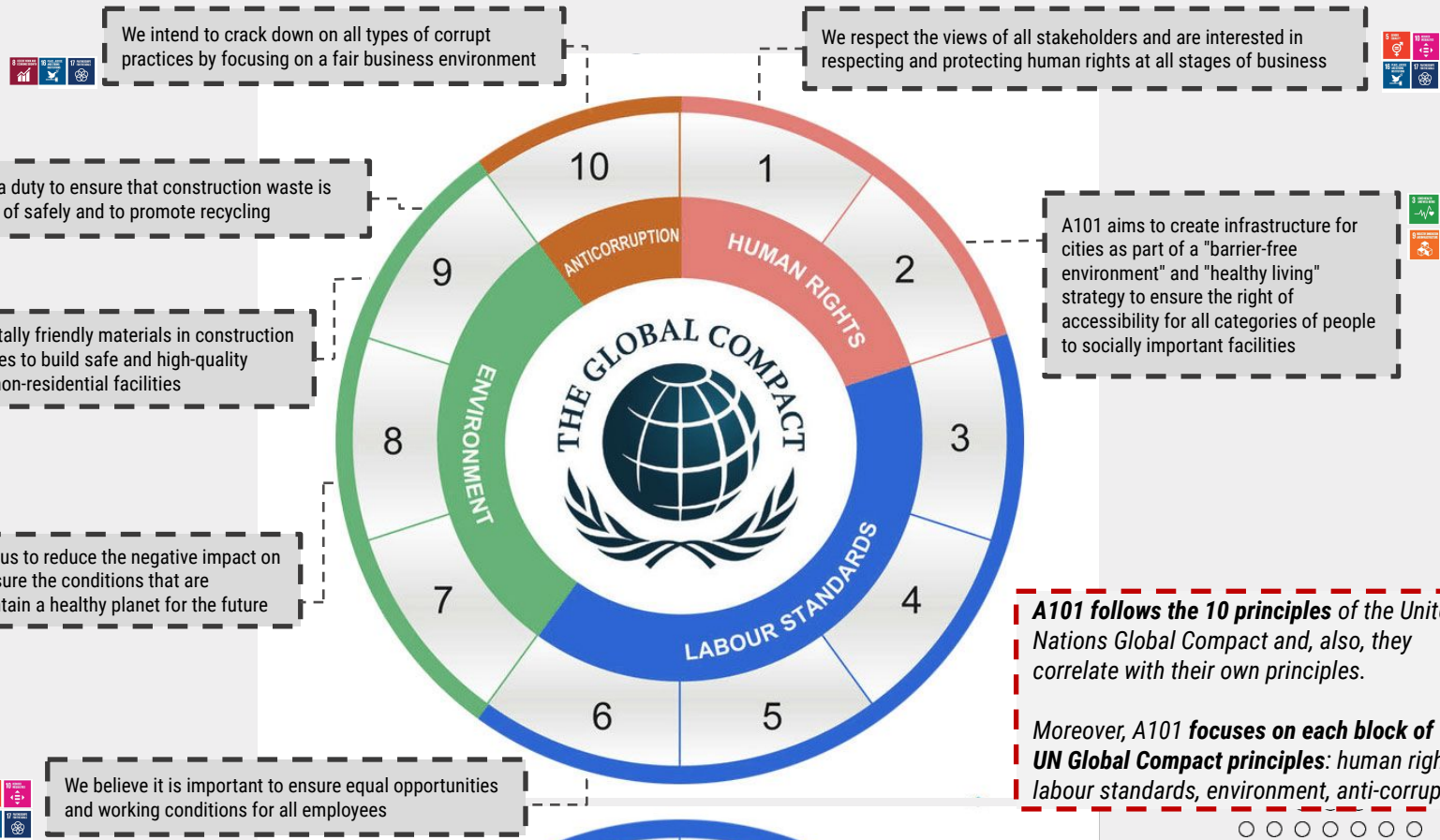
KEY PANTHERS 1. Suppliers of materials and raw materials for construction 2. Network companies for infrastructure improvement 3. Corporate clients of the company 4. Investors in the business community 5. Banking partners 6. ESG - partners (companies in the field of "green building")	KEY ACTIVITIES 1. Construction: • Residential estate • Commercial real estate 2. Construction of infrastructure facilities 3. Improvement of public areas 4. Development of ESG strategies (employee training, cooperation with eco-partnerships, etc.)	VALUE PROPOSITION 1. Building the facilities in new districts of Moscow 2. Construction of convenient housing and commercial real estate (creation of integrated infrastructure) 3. Improvement of public areas 4. Adherence to ESG-strategies in the implementation of projects	CUSTOMER RELATIONSHIP Attractive conditions for the purchase of real estate: • Installments under 0% • Mortgages with minimum repayment • Home owners exchange programs • Adherence to the principles of social responsibility and community support according to ESG-strategies	CUSTOMER SEGMENT All people who have a need to buy: • Residential estate (young people, families with children, retirees, and so on) • Commercial real estate (business)
	KEY RESOURCES 1. Revenue and profit (financial resources) 2. Machinery and materials (material resources) 3. Construction and administrative staff (labor resources)		CHANNELS 1. Official website of the company 2. Advertising on federal channels 3. A101 social networks	
COST STRUCTURE 1. Expenses on construction of real estate 2. Expenses for servicing loans and credits 3. Expenses for development and implementation of ESG strategy 4. Administrative and commercial expenses		REVENUE STREAMS 1. Revenue from the sale of residential estate 2. Revenue from the sale of commercial estate		





**Key ESG & SD
principles for A101**

Key ESG & SD principles for A101



A101 follows the 10 principles of the United Nations Global Compact and, also, they correlate with their own principles.

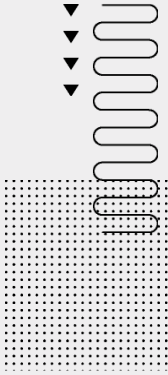
Moreover, A101 focuses on each block of UN Global Compact principles: human rights, labour standards, environment, anti-corruption.



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Integration of current SDGs for A101

SUSTAINABLE DEVELOPMENT GOALS





**ESG framework,
key ESG targets and
timeline
(2021-2025)**

The implementation of A-101's ESG strategy contains 19 objectives, most of which focus on social relevance

From middle to max

○○○

○○○
○○○

E

(Environment)



Proposed goals

- Minimize environmental impact
- Use environmentally friendly materials in construction
- Improve the quality of the facilities delivered
- Ensure the safe disposal of waste

Managerial indicator

- Reduction of CO2 emissions by
- Share of revenue to implement ESG protection measures
- Reduce noise levels during construction, by
- Proportion of suppliers that meet LEED, BREEAM standards
- Proportion of materials that meet LEED, BREEAM standards
- Percentage of purchasers satisfied with the property bought
- Proportion of waste safely disposed of or sent for recycling

Target

- 20%
- 2%
- 10%
- 15%
- 25%
- 85%
- 30%

Time-limit

- 2022-202
- 2022-202
- 2022-202
- 2022-202
- 2022-202
- 2022-202
- 2022-202

Priority

-
-
-
-
-
-
-

S

(Social)



Proposed goals

- Create equal opportunities for work and development
- Improve the working conditions of employees
- Raise the level of knowledge of staff
- Ensure a safe working environment
- Assist the city in building social infrastructure
- Build competence in construction innovation
- Improve the quality of the social facilities created

Managerial indicator

- Share of woman in management positions
- Employees covered by the collective agreement
- Increase in the cost of social insurance by
- Percentage of employees who have successfully completed the mandatory training programme, including in the environmental field
- Number of accidents
- Share of automated hazardous work
- Share of social projects in the company's project portfolio
- Share of revenue invested in R&D
- Percentage of residents satisfied with the social environment of the residential complex

Target

- 40%
- 85%
- 15%
- 90%
- 0
- 35%
- 10%
- 4%
- 90%

Time-limit

- 2023-202
- 2022-202
- 2022-202
- 2022-202
- 2022-202
- 2023-202
- 2023-202
- 2020-202
- 2022-202

Priority

-
-
-
-
-
-
-
-
-

G

(Government)



Proposed goals

- Establish close contact with stakeholders
- Develop risk management practices
- Develop a commitment to disclosure
- Comply with business standards

Managerial indicator

- Number of open discussions with stakeholders, per annum
- Percentage of management personnel receiving risk management training
- CDP Score
- Number of departments undergoing internal audits

Target

- 100
- 100%
- B
- 100%

Time-limit

- 2022-202
- 2023-202
- 2023-202
- 2022-202

Priority

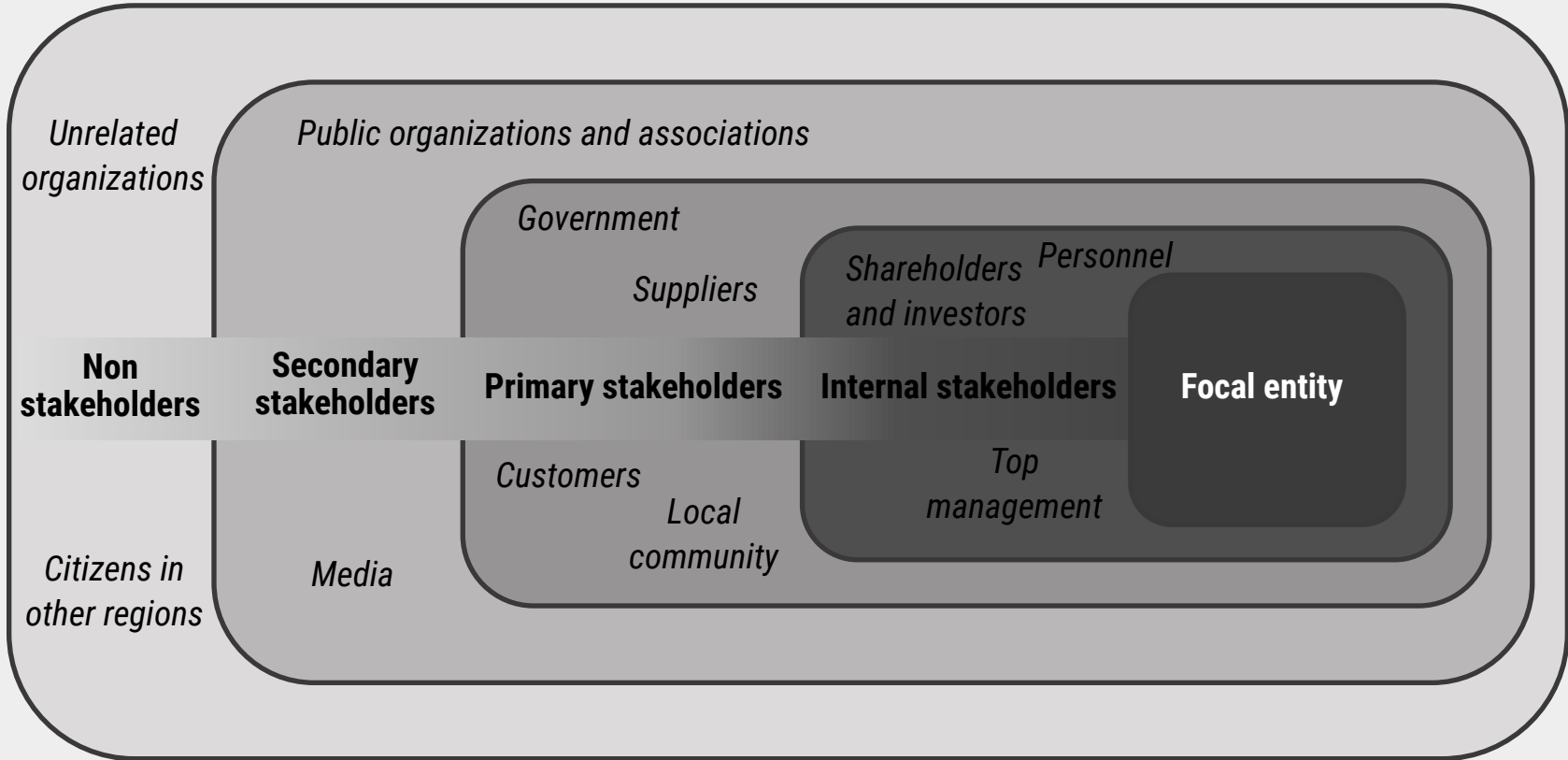
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Categorized stakeholders map and prioritization

Categorized stakeholders map

According to the categorized stakeholders map 9 stakeholders were identified



Stakeholders prioritization

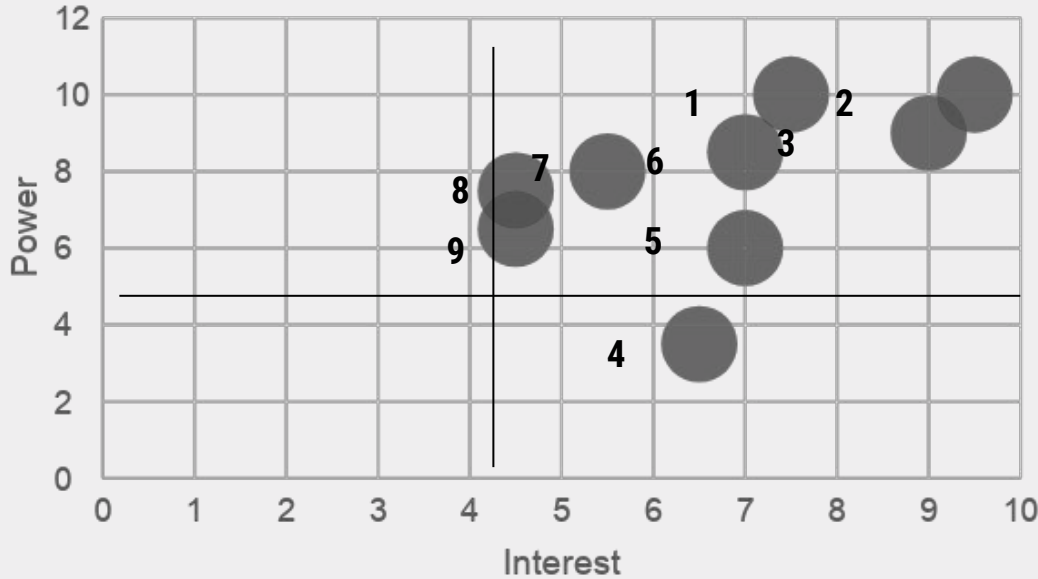


! Stakeholders 1,2,3,5,6,7: **high interest – high power: that we should focus on interaction with them**

Stakeholders 8,9: **low interest – high power: satisfy their interests, understand how they influence A101**

Stakeholder 4: **low interest – low power: respond to requests**

Stakeholders matrix (Mendelow matrix)



Nº	Stakeholder	Interest	Power
1	Government	7,5	10
2	Shareholders and investors	9,5	10
3	Top management	9	9
4	Personnel	6,5	3,5
5	Customers	7	6
6	Suppliers	7	8,5
7	Public organizations and associations	5,5	8
8	Local communities	4,5	6,5
9	Media	4,5	7,5

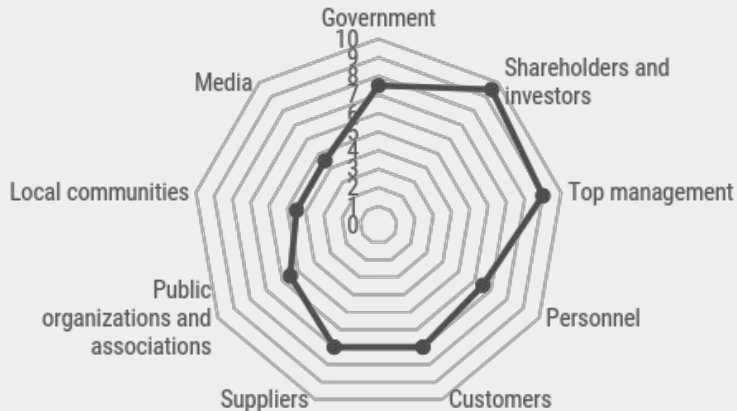


Stakeholders' assessment

Interest assessment

Stakeholder	Member №1	Member №2	Member №3	Member №4	Median
Government	8	7	8	7	7,5
Shareholders and investors	10	10	9	8	9,5
Top management	9	10	9	9	9
Personnel	6	8	6	7	6,5
Customers	8	8	6	6	7
Suppliers	7	6	8	7	7
Public organizations and associations	6	6	5	5	5,5
Local communities	4	5	4	5	4,5
Media	5	4	3	5	4,5

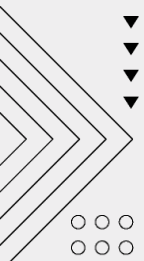
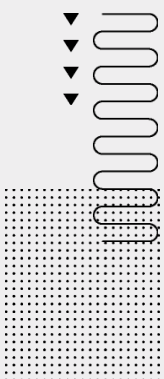
Interest



Power assessment

Stakeholder	Member №1	Member №2	Member №3	Member №4	Median
Government	10	9	10	10	10
Shareholders and investors	10	10	9	10	10
Top management	9	10	9	9	9
Personnel	3	4	3	4	3,5
Customers	7	8	5	5	6
Suppliers	8	8	9	9	8,5
Public organizations and associations	8	7	8	8	8
Local communities	6	7	6	7	6,5
Media	7	7	8	9	7,5

Power



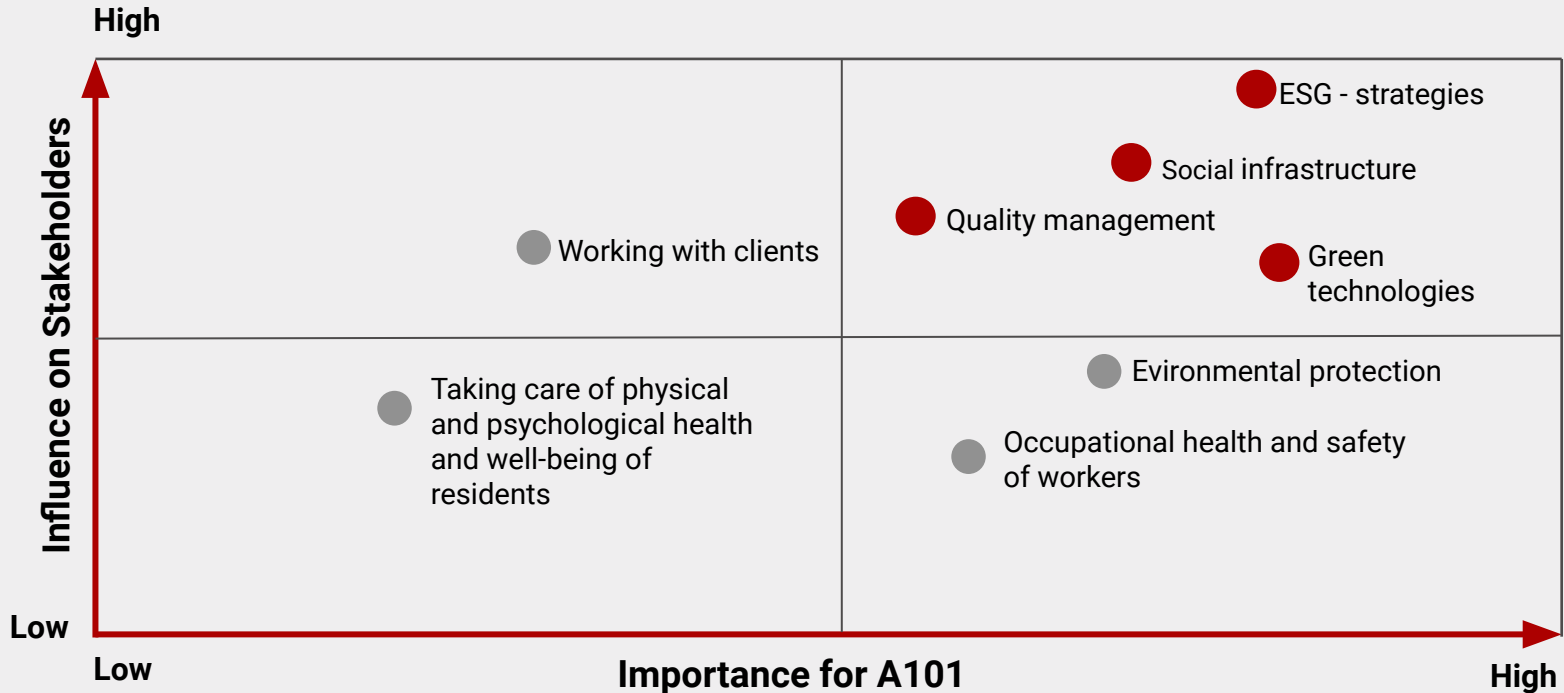
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Assessing the materiality of the product

Assessing the materiality of the product

(the shared importance of a specific issue to both company and stakeholders)

The most important aspects on which stakeholders and A101 are directly focused are in the upper square on the right.
(highlighted by red circles)





**Impact assessment
and management**

Impact assessment and management in A101



ESG	ESG indicator	AS-IS	TO-BE
E (Environment)		At this point in time, A101 should pay the most attention to the consumption of water resources, energy, waste management and landscaping areas. A101 does not keep records of these parameters.	Establish a system of metering for water, energy, waste management and landscaping areas in order to follow an environmental strategy.
S (Social)		A101 is a very socially oriented company, as it sells affordable housing, creates parks, kindergartens, schools and other infrastructure. The principles of labor protection have not yet been developed for employees.	Continue to develop social infrastructure and improve its quality. Plus, develop principles of work protection for employees.
G (Government)		The company builds houses and commercial properties, considering the development of nearby infrastructure.	Infrastructure development, considering the construction of green building standards.



In general, it should be noted that the greatest attention for the management of new ESG-strategies should be paid in the field of environment, since no mechanisms for monitoring these processes have yet been created. In the social field and government, it is necessary to continue to move in the same direction, improving the quality of the provided product in accordance with the principles of ESG.





**Category 1, 2- and
3-volume emissions
estimates**

Category 1,2 and 3 volume emissions estimates



According to the Decree of the Government of the Russian Federation dated 31.12.2020 No. 2398, from January 1, 2021, the construction of capital facilities lasting more than six months belongs to the **III category of emissions**.

Why the III category of emission?

There are 3 key stages of construction work:

1. **Preparatory stage** (preparation of the site for construction, equipment, communications, etc.)
2. **The main stage of work** (underground works, building construction above ground, etc.)
3. **The final stage** (greening, landscaping zones, etc.)



Real estate construction takes 1-2 years on average. Experts believe that during such a period, minor damage to the environment is caused. If we take, for example, the nuclear industry, then its emissions are much more dangerous for nature.

Conclusion: The construction business is not so dangerous for the environment. Nevertheless, A101 in the future should choose more environmentally friendly alternatives to the material and raw materials in order to minimize the release of harmful substances into the atmosphere.

Category	Type of emission
I	Very significant environmental impact
II	Significant environmental impact
III	Moderate environmental impact
IV	Minimal environmental impact

Ranking of emissions by significance according to the legislation of the Russian Federation.

Most of the emissions fall on **the main stage of work**, because occurs :

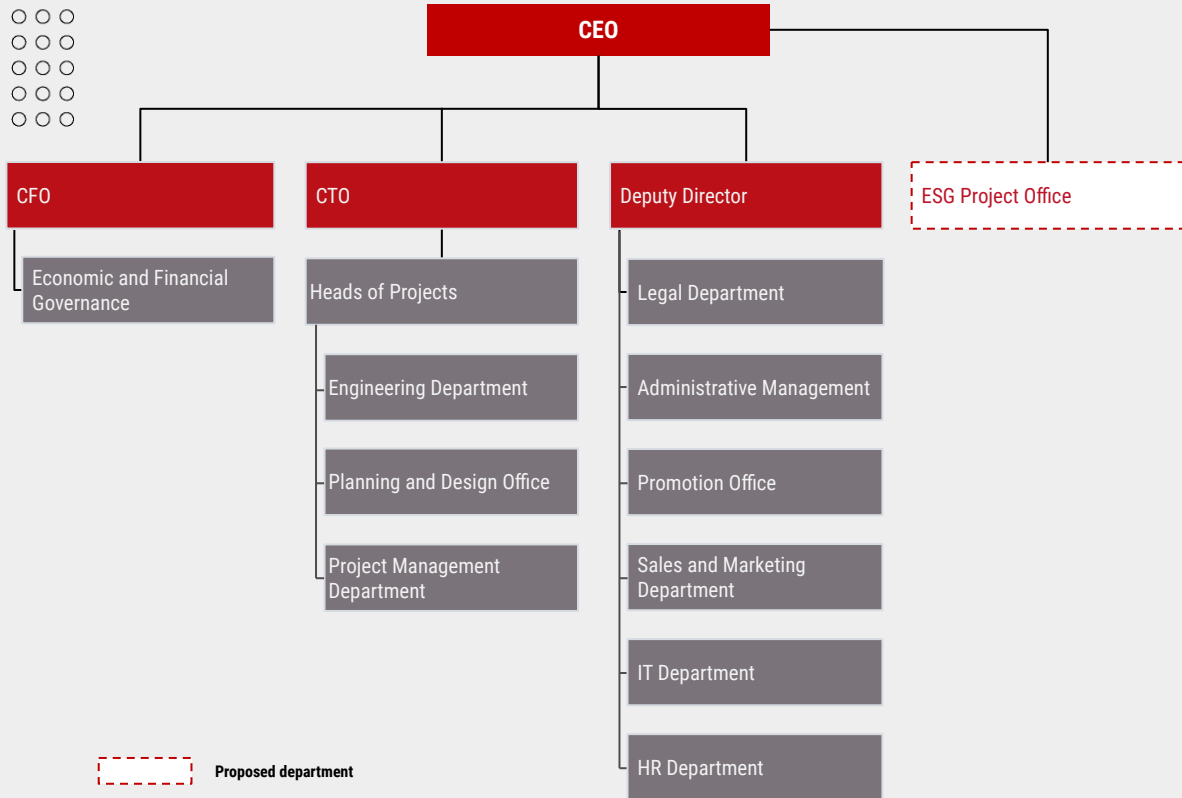
- the emission of carbon monoxide and nitrogen
- increased water and electricity consumption
- production and consumption wastes are formed



The background is a complex composition of abstract geometric elements. It features a large black diamond shape in the center, surrounded by various patterns: a wavy line with three arrows pointing right in the top left; a grid of dots in the top right; a series of concentric squares in the top right; a grid of dots in the bottom left; a grid of dots with a thick black bar in the bottom left; a large plus sign in the bottom right; a series of horizontal lines in the bottom right; and a series of right-pointing triangles in the bottom right. There are also several circles and curved lines scattered throughout the design.

Organisational structure for implementing ESG-transformation

To implement the ESG strategy of the A-101 Group, a separate project office for the implementation of ESG initiatives should be established



Performed functions

Interaction practices

- Reporting directly to the CEO of the company
- Gives orders to subordinate departments
- Acts independently in liaison with stakeholders

Areas of responsibility

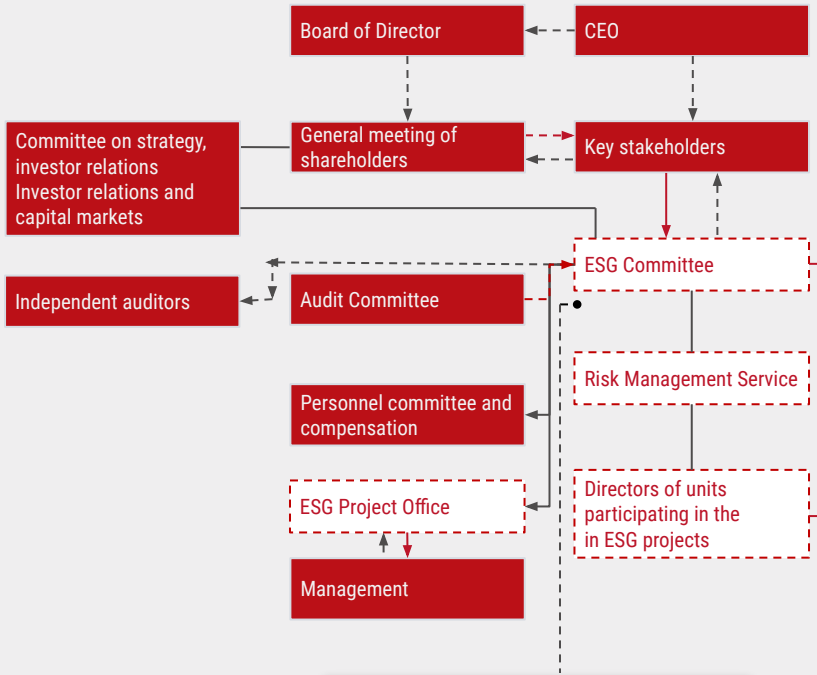
- Implementation of instructions from higher authorities
- Responsible for implementing the strategy
- Plans, implements and monitors the strategy
- Develops proposals for improving current ESG practices
- Evaluates the implemented initiatives
- Jointly with the HR department, implements ESG training programs

Case in point



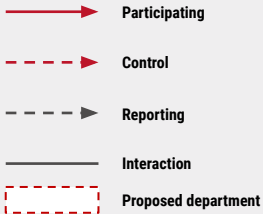
САМОЛЕТ

In order to fully transform SC A-101, it is also necessary to create authorised bodies in the upper management



Objectives of the new governing bodies

- Setting goals and objectives
- Maintaining a sustainable development policy
- Proposing measures for the development of ESG
- Allocation of the budget for the implementation of initiatives
- Deciding on rewards for the achievement of ESG KPIs
- Preparation of reporting documents
- Organising departmental communication processes in order to integrate practices
- Analysis of best practices on the market in the field of ESG
- Implementation of risk management related to environmental damage



In 2020, LSR Group decided to establish an ESG committee, in line with global best practice

Case in point



The background is a complex composition of abstract geometric elements. A large black diamond shape is the central focus, containing the text. Surrounding it are various patterns: a wavy line with three arrows in the top left; a grid of dots in the top right; a series of concentric squares in the top right; a grid of dots in the bottom left; a series of horizontal lines in the bottom right; and a large plus sign in the bottom right. There are also several circles and triangles scattered throughout the design.

Commitment to disclosure and reporting



Developing a commitment to disclosure should be done through 3 operational changes and the introduction of 14 new reports and policies

 **Current situation**

A-101 has not developed public disclosure practices:

- A-101 Group publishes reports in a summary of the company's project documentation and annual results
- There is no information on sustainability and direction of the industry on the company's website
- There is no information section for investors.



Information to be disclosed

Available

Newly introduced



Project information

- Construction permit
- Project declarations
- Insurance
- Company development news



Information on the company's activities

- IFSR reporting

A developmental approach

Improving the quality of current documents

Introduction of 14 new reporting documents and policies

1. Policy on sustainable development
2. Sustainability report
3. Guide to non-financial indicators
4. Consolidated annual report
5. Health, safety and fire policy.
6. ESG news
7. Report on the work of the board of directors
8. Environmental policy
9. Code of Ethics
10. Human Rights Policy
11. Anti-Corruption Policy
12. Risk Management Policy
13. Regulation on Procurement
14. Instruction on Hazardous Waste Management



Operational changes

In order to develop a commitment to disclosure, 3 key transformations need to be made:

1

Allocation of a responsible group of people to prepare the report

2

Integration of KPIs related to the level of disclosure into the management incentive system

3

Integration of internal information exchange and reporting on proposed disclosures



The background is a white canvas with various abstract geometric patterns and shapes. In the top left, there is a wavy line above three small triangles. Below that is a grid of dots. To the right, there are concentric squares, a circle, and a vertical line of downward-pointing triangles. In the bottom left, there are overlapping diamonds and a row of many small triangles. At the bottom, there are horizontal lines and three right-pointing triangles. A large black diamond is centered on the page.

Engagement in Russian and international SD and ESG initiatives

Engagement in SD and ESG initiatives

For future development A101 need to be involved in **Russian and international SD and ESG initiatives**

**Ecoliteracy &
Ecotechnologies**



ЭКО
ТЕХНО
ЛОГИИ

- **Partnership with EcoPartners Group's EcoTechnology team**
 - installation of fandomats for accepting packaging for recycling
 - creation of environment for ecoliteracy

Technologies



ICON



AMT
ADDITIVE MANUFACTURING TECHNOLOGIES

- **Partnership with Russian "AMT" and international "ICON" companies, who specialize in 3D-printing of houses**
 - creation of more ecological housing
 - development of new more ecological technologies for 3D printing

**Exchange of
experience**



РБК
КОНФЕРЕНЦИИ

- **Taking part in educational conferences about ESG**
 - knowledge exchange between organizations in different industries
 - education of their current employees about what company do in terms of ESG

Education



НАЦИОНАЛЬНЫЙ ИССЛЕДОВАТЕЛЬСКИЙ
УНИВЕРСИТЕТ

- **Starting cooperation with HSE Masters program "Environmental Economics and Sustainable Development"**
 - find future specialist in ESG
 - get some ideas for the future directions in ESG strategy

The background is a complex composition of abstract geometric elements. A large black diamond shape is the central focus, containing the main text. Surrounding it are various patterns: a wavy line with three arrows in the top left; a grid of dots in the top right; a series of concentric squares in the top right; a curved line in the middle left; a grid of dots in the middle right; a large plus sign in the bottom right; a grid of dots in the bottom left; and several horizontal lines at the bottom. The overall style is modern and minimalist, using black, white, and gray tones.

Participation in Russian and international ESG-rankings

Participation in Russian and international ESG-rankings

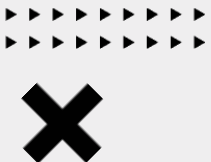


Rating	The company creating the rating	Rating type	Place in the rating for A101
RAEX-Europe	RAEX-Europe (Rating-Agentur Expert RA GmbH) is the first officially recognized rating agency with Russian roots in Europe (ESMA accreditation and ECAI status).	Russian	Goal: enter the top 100 among Russian companies for 5 years.
MSCI	An American financial company headquartered in New York City, serving as a global provider of equities, fixed income, hedge fund stock market indices, multi-asset portfolio analysis tools and ESG products.	International	Goal: get an average rating in category A, BBB, BB for 5 years. (average resilience to long-term, industry material ESG risks)
Sustainalytics	Sustainalytics is one of the global leaders in ESG research and ratings, that supports hundreds of the world's foremost investors who incorporate ESG insights into their investment processes.	International	Goal: achieve medium ESG risk for 5 years.



The background is a complex composition of abstract geometric elements. It features a central black diamond shape containing the main text. Surrounding this are various patterns: a wavy line with three arrows pointing right in the top left; a grid of dots with a curved line in the middle left; a series of concentric squares in the top right; a grid of dots with a vertical line of downward-pointing triangles in the top right; a wavy line in the middle right; a grid of dots with a plus sign in the bottom right; a grid of dots with a vertical line of rightward-pointing triangles in the bottom left; a grid of dots with a solid black bar in the bottom left; and a series of horizontal lines in the bottom right.

**Roadmap for
implementing the
ESG-strategy
(2021-2025)**



Proposed roadmap for implementing the ESG strategy of the A-101 Group

A roadmap for the strategy

2022

2023

2024

2025

2026

Setting up an ESG project office

Competence development

Modernising the management motivation system

Creating regulations and policies

Building close relationships with stakeholders

Developing a waste management plan

Improving working conditions for employees

Expansion of the R&D department

Engaging consultants to build risk management practices

Providing training for staff

Evaluating the achievement of the targets

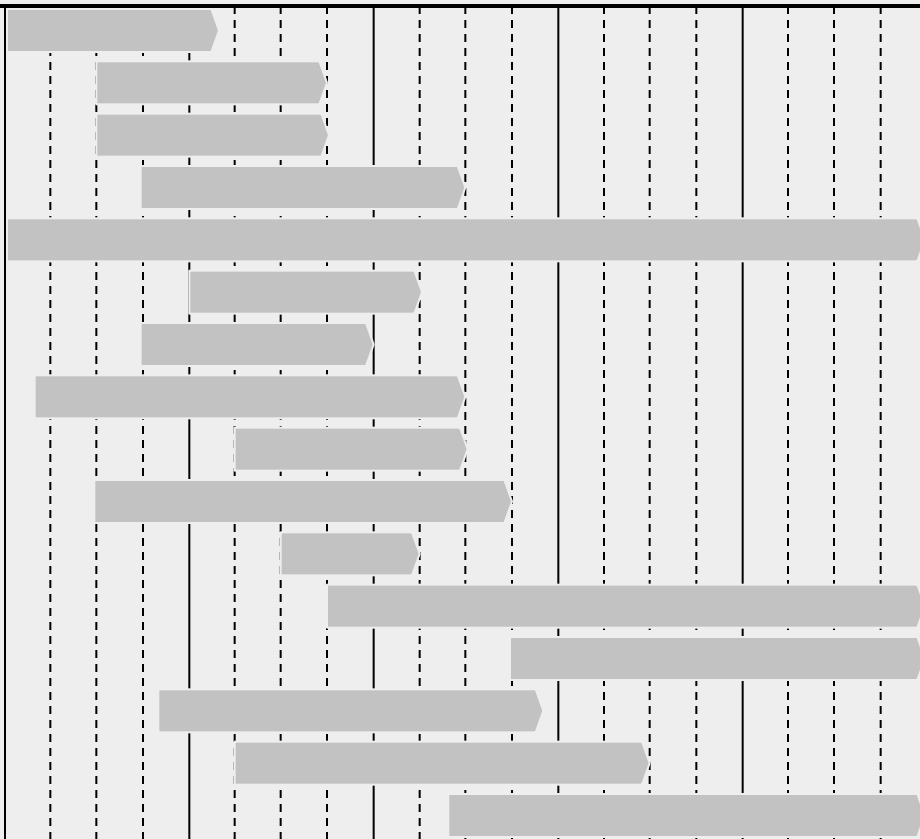
Identifying the resources needed to implement the tasks;

Pilot implementation of initiatives

Scaling up the initiative

Prerequisites for implementation

1. First of all, there should be a separate body responsible for the implementation of the ESG initiative
2. The ESG competencies of staff and management members should then be created
3. A detailed plan of initiatives to achieve the objectives and their funding should then be worked out
4. Consideration of stakeholder interests
5. Pilot launch of the proposed initiatives and its evaluation
6. Scaling up initiatives and improving the company's ESG practices



The image features a central black diamond shape with the word "Sources" written in white, bold, sans-serif font. The background is a collage of various geometric patterns and shapes in black and white. In the top left, there is a wavy line above three right-pointing triangles. To the left of the diamond is a vertical band of fine parallel lines. In the top right, there are concentric squares, a circle, and a vertical column of downward-pointing triangles. Below the diamond on the right is a wavy line and a large plus sign. At the bottom right, there are horizontal lines and four right-pointing triangles. In the bottom left, there is a grid of small right-pointing triangles and a vertical column of small circles. The overall aesthetic is minimalist and modern.

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