Yandex

YANDEX SUSTAINABILITY REPORT 2020

Content

Getting to the Heart of the Matter

102-14

John Boynton,
Chairman of the Board and the
Corporate Governance Committee

Esther Dyson,
Member of the Board and the
Corporate Governance Committee

Tigran Khudaverdyan,
Deputy CEO of the Yandex Group

Elena Bunina,
General Director of Yandex LLC
and Director of HR

> At Yandex we are constantly trying to imagine and shape what the future will look like. This helps us develop products that will remain relevant and helpful to users in five, even ten years from now. However, these products do not appear from thin air: they need a solid foundation from which to grow. They depend on our technology and knowledge, our human capital and business models. As we seek to strengthen this foundation, we strive to treat those who contribute to our operations fairly and to rationally use the resources we rely on. As Yandex continues to grow, we are always looking to the future, and that is why we prioritize sustainable development over short-term gains.

Tigran Khudaverdyan

This is Yandex's inaugural Sustainability Report. But what does sustainable development mean to you personally?

Elena Bunina: The idea that a business should only focus on making money in the short term does not represent a sustainable approach that creates value to all our stakeholders. At Yandex, our approach to business is deeply integrated with sustainability. Large corporations like ours must act on opportunities to improve people's lives.

John Boynton: Sustainability means leaving the world a better place than we found it. It means being a responsible corporate citizen who looks beyond its own bottom line, and an employer who appreciates that diversity opens the door to innovation and novel ways of thinking. With bigger ambition comes higher responsibility, and Yandex is prepared to make its plans a success story.

Esther Dyson: Sustainability to me means thinking long-term and building something built to last and to change, just as the world around us — users, employees, investors — changes. We do not have a single goal, but rather a direction: forward.

Yandex is sharing its key sustainability streams for the first time ever. How did you arrive at these areas specifically?

Elena Bunina: A number of streams reflect the areas in which we have the strongest expertise, therefore, can make the most meaningful impact — that would be our educational projects, for example. Then we have the streams that we intend to contribute more to, e.g. the reduction of carbon footprint. All these are our sustainability priorities for the upcoming years. We also see it as an investment for the long-term.

Tigran Khudaverdyan: Most of our sustainability streams are the foundation for product and service development. We have always placed the utmost importance on making sure our solutions are reliable, high quality, and trustworthy. What's more, it is equally vital for us to keep the individuals and teams who create these innovations engaged. That's why the company's core values—concern for employees, service quality, and information security—underpin our sustainability agenda.

Yandex is a diversified business with a diversified expertise. Can you provide some examples of how you leverage your set of competences to drive sustainable development?

Tigran Khudaverdyan: We are a tech company with technology being our key expertise, which is what we use as a tool to improve the lives of people. For instance, we launched the Helping Hand project to support medical and social workers on the front line of the COVID-19 pandemic. The idea was to rely on the capacity of our taxi service to offer free rides.

> " We focus on where we can bring the maximum benefit to society and what we do best.
>
> **Elena Bunina**

Applying a similar project design, the Helping Hand now targets people with limited mobility.

Why did we choose this project design? A single charitable project is limited in scope, but when you create a service that works for the good of society and can attract more and more users, everyone benefits in the long run.

We monitor what is happening around us, and notice a growing willingness of our users to know how businesses, including Yandex, contribute to the social good. It is certainly something we are grateful for. There is no better motivation to develop new services and products than the understanding that they will be valuable to your audience.

Elena Bunina: Yandex has also launched the Educational Initiative, which is another example of how technology can make an impact, this time by transforming the educational environment. There are boundless opportunities for incorporating digital innovations into education. We see an opening for us to help teachers, school children, and college students. This is why we embarked on the development of accessible learning tools and technologies to advance the educational system in Russia.

How would you describe Yandex's corporate culture?

Elena Bunina: Freedom is a core value for our people, who instinctively embrace an open and democratic culture, fostering innovative thinking and the creation of unique products. A clear message of freedom is articulated from senior management, which in turn encourages an open and egalitarian atmosphere across the company. We also aim to recruit like-minded people: hiring free-spirited and ambitious talent who aren't afraid to drive their ideas forward.

Esther Dyson: Yandex strives to be a place where people can be themselves even as it has grown over the years from a small team to a large structure with many moving parts. It has moved from a loose group of engineers to something more like a machine with policies for everything, but those policies prioritize the autonomy and well-being of the employees who play a key role in supporting and working towards our sustainability goals.

What about environmental issues? How important is the environment to Yandex?

Elena Bunina: Taking care of the environment is essential, and Yandex focuses on the areas where it can have the greatest impact. For example, we are constantly working to increase the energy efficiency of our data centers and deploy routing technology to cut time on the road. We are building a new headquarters that will meet the latest sustainability standards and are rolling out separate waste collection across all our offices. Yandex will always strive to improve wherever it can.

What would you like people to take away once they have read this report?

Elena Bunina: Yandex is about people. Whether they are working for Yandex or using our services, we want everyone to have a good experience — our employees, our partners, and of course, our users.

Tigran Khudaverdyan: Yandex is about cool services that improve people's lives, which is the kind of services that are helpful now and will be just as helpful in a long run.

Esther Dyson: Yandex is about transparency and sticking to the facts. It shows you the truth, but with perspective. Crucially, Yandex knows how to get to the root of something and get creative with it. For example, in early 2000s I saw a sign displayed on security booths in the Moscow subway with the rather curt message: "Do not ask the attendant for assistance". Then, stepping into the subway car, a witty ad banner caught my eye: "Do not ask the train driver for assistance. Ask Yandex". This ability to spot a gap in the market and offer solutions that are intuitive and easy-to-use perfectly encapsulates what Yandex is all about.

John Boynton: As readers already know, Yandex has been an industry leader since its founding more than two decades ago. A leading brand built on leading technology innovation and leading governance practices. I hope readers of this Report will realize that Yandex has a strong track record and serious commitment to be an ESG leader, and I am proud to share our performance and impact with our many stakeholders.

Yandex's goal is to use tech and innovation to bring value to users and local markets

`102-6`

`102-2` `102-6` Yandex's history began in the early 1990s, long before the company was founded. Yandex was established as a company in 2000, three years after the launch of yandex.ru. Today, Yandex (hereinafter "the company", "Yandex") has grown into the leading search engine in Russia (and one of the largest in the world) and an innovative IT company that develops a wide range of services for business and consumers, including market-leading on-demand transportation and delivery services, navigation products, as well as e-commerce, entertainment and cloud services. We made our business principles publicly available for the first time in 2020.

They are rooted in the experience we have gained since our founding.

`102-16`
- We create services that we would like to use ourselves and would be proud to share with family and friends. Making money should never be the sole purpose of our services.

- We do not mislead our users and never make money by deception.

- We acknowledge that we have responsibility for services that are used by millions of people and strive to develop them in a way that maximizes benefit and minimizes harm.

- Yandex services should be useful not only for users, but also for our partners — couriers, drivers, restaurants and everyone else. They are all our users.

- We rigorously protect personal data and handle such data with extreme care.

- Our services are not based on any political position or bias.

The full list of principles can be found here (RUS). Yandex has other rules that govern how it does business, which can be viewed here.

Global Presence

`102-4` `102-6` Today, Yandex provides its services and has representative offices in 22 countries.

Services	
Europe & the CIS	• Russia
	• Belarus
	• Kazakhstan
	• Azerbaijan
	• Armenia
	• Estonia
	• Finland
	• Georgia
	• Kyrgyzstan
	• Latvia
	• Lithuania
	• Moldova
	• Serbia
	• Turkey
	• Uzbekistan
Africa	• Cote d'Ivoire
	• Ghana
America	• USA
Middle East	• Israel

Representative offices	
Europe	• Netherlands
	• Switzerland
Asia	• China

The Yandex Ecosystem: Services and Products

Search & Portal
Yandex Search
Geo Services
Yandex Browser
Alice
Toloka
Yandex.Mail 360
Yandex.Q

Taxi
Yandex Go and Uber
Yandex.Delivery
Yandex.Drive
Yandex.Eats
Yandex.Lavka

Classifieds
Auto.ru
Yandex.Realty
Yandex.Classifieds

Media Services
Yandex Plus
Yandex Music
KinoPoisk
Yandex.Afisha

Other Business Units and Initiatives
Yandex Self-Driving Group
Yandex Zen
Yandex.Cloud
Yandex.Education
Devices
Yandex.Uslugi

Yandex.Market

And that's not all! The full list of all Yandex services and products can be found here.
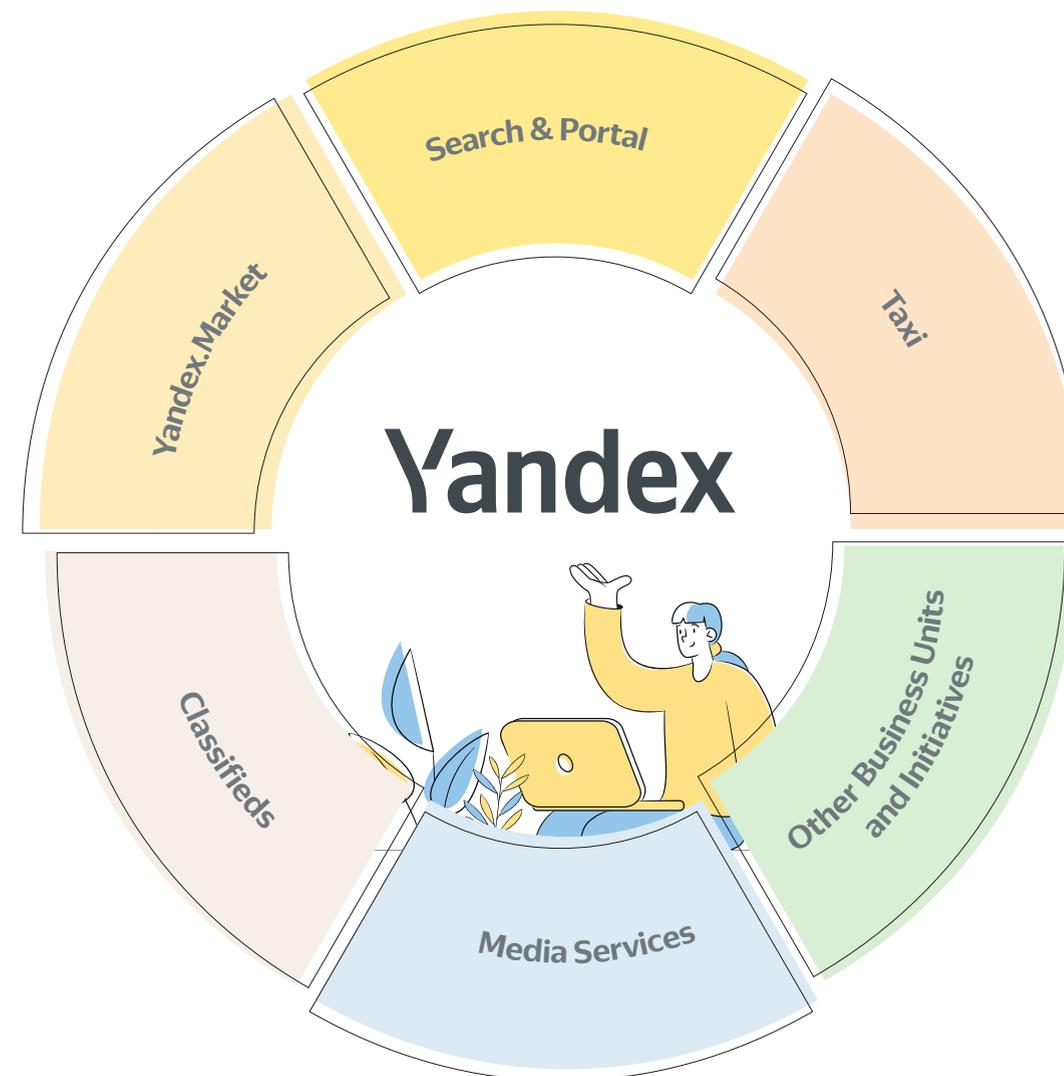
Yandex in Numbers

`102-7`

2020 Operational Highlights
as of March 2021

60%
Yandex's share of the Russian search market

96 **mln users**
monthly audience of the Yandex homepage

9 **mln**
Yandex Plus subscribers

20.5 **mln users**
daily audience of Yandex Zen

2.4 **bln drives**
annualized March 2021 Yandex.Taxi run-rate

2020 Financial Highlights

Consolidated revenue, RUB bln

2018	2019	2020
127.7	175.4	218.3
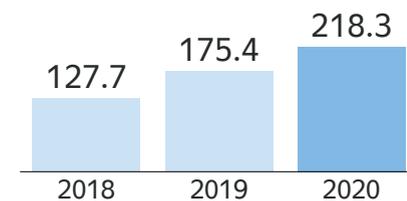
Consolidated revenue growth (y-o-y)

2018	2019	2020
36%	36%	24%

Adjusted EBITDA, RUB bln

2018	2019	2020
39.6	51.0	49.8
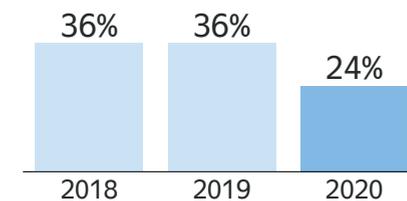
Share of revenue from non-advertising businesses

2018	2019	2020
20%	31%	42%
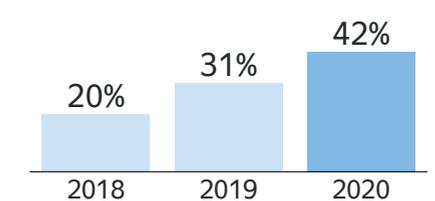
The full list of operational and financial highlights for 2020 is provided in the company's press release.
More detailed information about Yandex's financial performance for 2020 can be found in the company's Annual Report (page 3).

2020 ESG Highlights

Environmental Responsibility

Lower by 21%
the average PUE
of Yandex data centers compared
to the average global PUE[1]

Only 10%
of each watt of energy consumed
by Yandex's newest data centers is
used for non-computing related tasks
(e.g. powering equipment).

This is 6 times
more efficient than the global average

92% and 15%
of all packaging used by Yandex.Market
and Yandex.Lavka, respectively,
was made from recycled
or secondary raw

67% of waste generated
by Yandex.Market in 2019–2020
was recycled or reused

Yandex Service Partners

RUB 300 bln
were earned by drivers
from completing rides
as Yandex.Taxi partners

Employees

>⅓
women in our
workforce

⅓
women among
managers

4.5% undesirable
turnover

>50%
of Yandex employees participated
in the Equity Incentive Plan

3–5% — is the gender pay
gap among developers based
on the most common job levels
(the imbalance favors women for
some job levels)

Education for All

>2 mln people
have studied through
Yandex's free educational
programs

Helping Hand

>400,000
free rides offered to
12,000
doctors and medical workers
during the pandemic

**70 charitable
foundations** granted
free access to Yandex services
for businesses [2]

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[1] PUE (power usage effectiveness) is the ratio of the total power consumption of a data center to the energy delivered to computing equipment. The average PUE of Yandex data centers in 2020 was 1.25. According to the Uptime Institute's 2020 Data Center Industry Survey Results, the average PUE of data centers in Russia is 1.6, in the world — 1.59, and in Europe — 1.46.
[2] As of March 2021.

About Business Foundations

Our Sustainability Agenda
Information Security and Data Privacy
Ensuring Quality Content
Business Ethics and Human Rights
Intellectual Property
Responsible Procurement
Environmental Responsibility

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Sustainability Agenda | Information Security & Data Privacy | Content Quality | Ethics & Human Rights | Intellectual Property | Procurement | Environmental Responsibility

Our Sustainability Agenda

Yandex prioritizes long-term sustainability over short-lived success. As one of the world's largest tech companies, we acknowledge the influence we have over digitalization and the evolvement of various economic fields and even people's habits. While developing an ecosystem of our products and services, we want to ensure that our impact is positive.

As we grow, our business structure inevitably becomes more complex and diversified. It is therefore important to understand where we are already making an impact, and where we can make a positive contribution going forward. This is why we decided that it was time to take coordinated, coherent sustainability action and formalized our ESG[3] agenda, which now includes 12 sustainable development streams, each of them aligning with existing business priorities.

Most of the streams are the foundations of our business, and our efforts in these areas have direct impact on the company's financial and operational results. The foundations include information security, content and service quality, and employee well-being. Sustaining best practices across these foundation areas has been a priority for us since the very start.

Another part of the agenda combines streams with a number of untapped opportunities where Yandex technologies can play an important role in addressing social or environmental issues. To build on existing progress, plans were made to train IT specialists and promote IT education, make more features and services accessible for people with special needs, regularly monitor the carbon footprint of our own infrastructure and selected services, improve our waste management and packaging practices, and boost support for our operational service partners, particularly drivers, couriers and other partners who provide offline services.

To make all our 12 streams more manageable, we broke them down into four thematic priorities: quality of life, ethics and integrity, investing in people, and environmental impact.

For more detailed information about how we shaped our sustainability agenda, see the About the Report chapter.

To keep our actions coordinated and focused, we created a list of clear goals. Many of them are based on tried-and-tested principles that Yandex has followed for years, and are thus easy to navigate and manage.

Progress tracking will be agile and rely on a number of performance indicators (or metrics) that can be revised to better align with changes to our business.

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[3] The term ESG is a widely used professional term referring to the environmental (E), social (S), and corporate governance (G) agenda.

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For streams that are relatively new to Yandex (e.g., waste management), key metrics are to be developed and tested in the next reporting period, with a focus on utility, i.e., the ability to detect trends and influence operational decisions. If a new or current metric fails to affect decision making at any point, it will be revised.

Since dynamic planning better reflects our approach to business than fixed objectives, ESG targets will be set with just as much agility.

Setting long-term targets that quickly lose relevancy can be counterproductive for dynamic environments that have to keep up with market and industry changes, but regular well-thought-out revisions to objectives that don't reduce their ambition may be ideal. Consequently, we believe that agility will help us achieve truly meaningful results.

Starting with this Report, we plan to give an account of our performance on a regular basis to ensure that our aspirations are backed up with evidence.

Our Sustainability Agenda

F The foundations   **N** Relatively new streams

Quality of life

F CONVENIENCE, QUALITY AND SAFETY OF SERVICES

N ACCESSIBLE ENVIRONMENT

Ethics and integrity

F INFORMATION SECURITY AND DATA PRIVACY

F RESPONSIBLE PROCUREMENT

F CONTENT QUALITY

F ANTI-CORRUPTION AND ANTITRUST PRACTICES

Using tech & innovation to bring value to users and local markets

Environmental impact

F ENERGY EFFICIENCY OF YANDEX INFRASTRUCTURE

N WASTE MANAGEMENT

N CARBON FOOTPRINT

Investing in people

F YANDEX EMPLOYEES

N YANDEX SERVICE PARTNERS

N EDUCATION FOR ALL

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Our Sustainability Agenda: Goals & Metrics

Quality of Life

Convenience, Quality and Safety of Services

- **G** Ensure that Yandex services help users perform everyday tasks, maintain their high quality, and ensure their safety
- **M** User and service partner satisfaction metrics tracked by various Yandex services

Other metrics

Accessible Environment

RELATIVELY NEW STREAM

- **G** Improve the accessibility of Yandex services for people with special needs
- **G** Make use of Yandex technologies and technical know-how, expand partnerships with non-profits to provide assistance to those who need it most, and increase the number of people who have already received support
- **M** Number of Yandex program beneficiaries/ charities who have joined the programs

Other metrics

Ethics and Integrity

Information Security and Data Privacy

- **G** Ensure high level of user personal data protection
- **M** Absence of cases where fines or other penalties have been imposed for violations of personal data protection laws

Other metrics

Responsible Procurement

- **G** Offer various vendors equal opportunities to work with Yandex
- **G** Build long-term relationships with vendors who have proven themselves to be reliable partners, and be a reliable partner for them
- **G** Communicate the good business practices adopted by Yandex throughout the supply chain
- **M** Procurement from local vendors as a percentage of the total procurement spend

Other metrics

Content Quality

- **G** Monitor the quality, safety, and appropriateness of content on Yandex internet resources
- **M** Number of advertisements rejected due to violations
- **M** Percentage of Yandex Zen posts removed due to violations before being reported by users
- **M** Response time to user complaints

*Other metrics*

Anti-Corruption and Antitrust Practices

- **G** Continuously maintain a culture of zero tolerance to corruption and restrictive business practices
- **M** Percentage of employees who have completed ethics and compliance training
- **M** Absence of legal decisions in which the company was found to be in violation of antitrust laws

Other metrics

G Goals   **M** Metrics

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Our Sustainability Agenda: Goals & Metrics
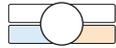
Environmental Impact

Energy Efficiency of Yandex Infrastructure

G Implement energy efficient solutions when building infrastructure and integrate opportunities to reduce costs and environmental impact

M Data center power usage effectiveness (PUE)

Other metrics

Waste Management

RELATIVELY NEW STREAM

G Improve waste management in e-commerce services

G Develop recycling practices

M Amount of waste generated by disposal method

Other metrics

Carbon Footprint

RELATIVELY NEW STREAM

G Regularly monitor the environmental impact of Yandex infrastructure and assess opportunities to mitigate any negative impact

G Analyze options for assessing the carbon footprint of services with the goal of subsequently reducing it

M GHG emission factor of Yandex infrastructure (Scope 1 + Scope 2) per unit of revenue

Other metrics

Investing in People

Education for All

RELATIVELY NEW STREAM

G Make educational services more affordable and train high-skilled IT specialists

M Number of people who have used Yandex's free educational opportunities

M Number of graduates trained through the Yandex Educational Initiative

M Number of graduates continuing to work in IT

Other metrics

Yandex Service Partners

RELATIVELY NEW STREAM

G Promote improved social security and quality of life for drivers, couriers and other partners who provide offline services in partnership with Yandex services

M Service partner satisfaction metrics tracked by various Yandex services

Other metrics

Yandex Employees

G Retain top talent by creating a pleasant working environment and offering opportunities for growth, development, and innovation

M Undesirable staff turnover

M Percentage of positive responses in job satisfaction surveys

Other metrics

G Goals   **M** Metrics

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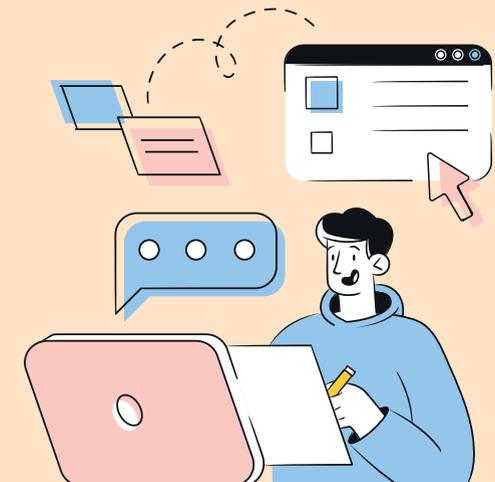
UN Sustainable Development Goals

Yandex supports the UN Sustainable Development Goals (UN SDGs), which were adopted in 2015, and used them as a framework for the 12 streams of the ESG agenda. Of the 17 SDGs, we chose to pursue the 10 goals that best align with our current business objectives and where we can have the greatest impact.

These include goals that we consider to be immediate priorities for Yandex (referred to as 'primary goals'), while the remaining (although no less important) goals have been designated as 'supporting' goals. To continue supporting these SDGs, Yandex aims to maintain best practices or refine them wherever necessary.

Look out for the SDG icons throughout the Report: they indicate Yandex's initiatives that contribute to the global sustainability agenda. Read more about Yandex's contribution to the SDGs in the Annexes.

Primary SDGs:

4 QUALITY EDUCATION　8 DECENT WORK AND ECONOMIC GROWTH　9 INDUSTRY, INNOVATION AND INFRASTRUCTURE　10 REDUCED INEQUALITIES　11 SUSTAINABLE CITIES AND COMMUNITIES

Supporting SDGs:

3 GOOD HEALTH AND WELL-BEING　7 AFFORDABLE AND CLEAN ENERGY　12 RESPONSIBLE CONSUMPTION AND PRODUCTION　13 CLIMATE ACTION　16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Other SDGs:

1 NO POVERTY　2 ZERO HUNGER　5 GENDER EQUALITY　6 CLEAN WATER AND SANITATION　14 LIFE BELOW WATER　15 LIFE ON LAND　17 PARTNERSHIPS FOR THE GOALS

Primary SDGs (legend):

4　8　9　10　11

Supporting SDGs (legend):

3　7　12　13　16

Other SDGs (legend):

1　2　5　6　14　15　17

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Information Security and Data Privacy

Information Security Risk Management

`TC-IM-220a.1` `CG-EC-220a.2` `TC-SI-220a.1` Users trust Yandex with their data, which is why information security is our top priority.

`103-2` The Information Security Department[4] oversees all security at Yandex and is responsible for:

- Overseeing compliance with legislative requirements and international information security standards
- Monitoring, detecting, and investigating incidents
- Ensuring the security of the Yandex infrastructure and its services.[5]

The Information Security Department meets with the Yandex management team every six months to report on its performance and discuss its plans for the upcoming period.

Every Yandex employee is responsible for information security. All employees are required to complete mandatory training on personal data protection, data privacy, and phishing awareness.[6]

`TC-IM-230a.2` `CG-EC-230a.1` `TC-SI-230a.2` Our Information Security Policy thoroughly outlines the role information security plays in the duties and responsibilities of employees, partner companies, and third parties. This policy establishes the best practices for information security management: regular certification audits for all Yandex services, mandatory use of the HTTPS protocol,[7] payment processing according to the international PCI DSS standard.[8]

`103-3` In places where the level of risk is above average, special security mechanisms are used. We rely on industry standards and best practices to ensure the most secure option and seek relevant certification to justify our efforts: the Yandex.Cloud Information Security Management System

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[4] Some services have additional units that deal with information security (e.g. Yandex.Cloud).
[5] Dedicated security specialists are assigned to new services due to the additional risks involved when developing new products.

[6] Phishing is a form of online fraud that attempts to gain access to user credentials.
[7] HTTPS (Hypertext Transport Protocol Secure) is a protocol used for secure communication between a website and a user device.
[8] Payment Card Industry Data Security Standard (PCI DSS) is an information security standard for the safety of cardholder data. Yandex services undergo PCI DDS audits on a regular basis and in accordance with an approved timeline. All planned audits were passed in 2020.

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has been ISO/IEC 27001:2013, ISO/IEC 27017:2015, and ISO/IEC 27018:2019 compliant since 2020, AppMetrica and Yandex.Metrica are both ISO/IEC 27001:2013 certified.[9]

Yandex ID (unified authentication for all Yandex services) received AICPA SOC 2 and SOC 3 compliance reports (relevant to security, availability, confidentiality) in April 2020 by an independent auditor (Type 2 audit).[10] To pass the audit, all processes had to work seamlessly throughout the entire audit period.

TC-IM-230a.2
CG-EC-230a.1
TC-SI-230a.2

We also implemented an information security risk management process that was adapted to meet ISO/IEC 27000:2018 and ISO 31000:2018 standards.[11] Our Information Security and Legal departments oversee this process, which includes risk assessment, processing, and monitoring. While risk management is a continuous process, risk assessments are conducted both annually and whenever our business processes undergo major changes. Yandex products and services are carefully monitored and evaluated for potential risks during development, launch, and updates. Here, Security Development Lifecycle (SDL) practices play an important role: risk management is implemented at the very start of the design process for new products and services, and continues throughout their lifecycle.

Yandex.Cloud is the first public cloud platform in Russia and the CIS to be built in compliance with ISO/IEC 27017:2015 information security management requirements and ISO/IEC 27018:2019 personal data protection requirements

[9] A series of international information security standards developed jointly by the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC). ISO/IEC 27001:2013 provides requirements for establishing, implementing, and maintaining an information security management system. ISO/IEC 27017:2015 gives guidelines for information security controls applicable to the provision and use of cloud services. ISO/IEC 27018:2019 establishes commonly accepted control objectives, controls and guidelines for implementing measures to protect Personally Identifiable Information (PII).

[10] The Service and Organization Controls 2 standard was developed by the American Institute of Certified Public Accountants and provides an independent assessment of control procedures for cybersecurity risk management for IT companies providing services to users. It includes a public form of the report of the audit findings, SOC 3. The report for Yandex ID is available here (RUS). As at the date of the Report publication Yandex ID received compliance reports covering the period March 2020 – February 2021.

[11] ISO 31000:2018, Risk Management, was developed by the International Organization for Standardization and provides principles, a framework and a process for managing risks.

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Bug Bounty

We employ our own experts who continuously monitor our systems by following essential IT security procedures. To expand our efforts, we host the Bug Bounty contest, which encourages outside users to detect and report vulnerabilities. While this helps us safeguard our products and services, it also provides up-and-coming talent with an opportunity to develop their technical skills. The contest is open to adults and children 14 years old and up (younger programmers require written consent from a parent or guardian). In 2020, eighty-eight people took part.

The contest has two programs: the main testing field (infrastructure, web services, and mobile and desktop applications that use personal data) and Yandex Browser. Contestants who identify a previously unknown vulnerability win a cash prize. We also personally thank our "bug hunters" by inducting them into our coveted Hall of Fame. In 2020, participants identified 174 bugs (none of them posed significant security risks).

Since participants test the environment that provides stability for Yandex services, we are careful to ensure that their work does not create additional risks. Contestants are required to act in good faith and play by the rules: anyone who tries to get unauthorized access to someone else's account or the Yandex offices is disqualified.

Data Privacy

`TC-IM-220a.1` `CG-EC-220a.2` `TC-SI-220a.1` Yandex services need user data to ensure the best user experience. This may include personal information, such as a user's name, gender, or age, and technical information, such as cookies,[12] IP address, and geolocation.

`103-2` We handle our users' personal data with extreme care and process it in strict compliance with all applicable laws. Our approach to user data, as well as our roles and responsibilities in this area, are outlined in Yandex's Privacy Policy. This document helps users understand more about the data we collect, why we collect data (and the legal grounds for doing so), and who can legally access their personal data.[13]

Data is almost always processed automatically in our system and we prohibit any individual (including Yandex employees) from accessing data unless absolutely necessary. Yandex employees only have access to the data they need to do their jobs. We encrypt all stored authentication data.

[12] Cookies are small pieces of data sent to the browser when a user visits a website.
[13] Information may be transferred either within the Yandex Group or to third parties outside the Yandex Group. A comprehensive list of such third parties is provided in Art. 7.2. of the Privacy Policy. These may include the owners of websites and apps that provide Yandex with services related to the placement and display of advertisements, and advertising partners and regulators (subject to certain conditions). Yandex assumes responsibility for ensuring the confidentiality of personal information received from third parties while holding third parties responsible for notifying users that their personal data has been shared.

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Users can view some of the information available to Yandex and its services on Yandex.Passport, where users can edit or delete this information at any time. Search users can adjust their search settings to limit what information we collect (such as their browsing history) if they are not comfortable with us having this information. If users still have concerns regarding their personal data, they can always contact customer support.

103-2   Personal data protection also falls within the remit of the Legal Department for Online Services and Personal Data Processing, which tracks legislative changes, monitors special requirements for IT companies, and ensures that Yandex is fully compliant with all of them. We have also introduced the position of Chief Privacy Officer (CPO), who acts as an intermediary between all Yandex services and the Information Security Department. The CPO's core function is to ensure that high-risk categories of users' personal data are protected. These include partner relations (sharing data with partners and handling personal data received from third parties), employee interactions (employee access to personal data), and data exchange between Yandex services and applications. The CPO identifies risks and informs the Information Security Department about any additional safeguards required. In addition to continuously monitoring legal compliance and personal data protection within Yandex services, our plans for 2021 also include developing service policies on the shared use of data.

Third-Party Tracker Blocking

Yandex Browser received an important update in February 2021. While Yandex Browser has already safeguarded users from threats, such as dangerous websites, content, and scams that steal passwords and bankcard information thanks to its built-in Protect technology, it now also lets users choose which resources can be trusted with their data.[14] The Your Tracking Protection (YTP) feature, which was originally introduced in September 2020 in Incognito (private browsing) mode, allows users to restrict third-party cookies during regular browsing sessions.

Many websites use third-party trackers that store the information that users leave on webpages, such as phone numbers. As soon as a user visits another third-party webpage where the same third-party tracker is installed, the site owners can use this data for a number of purposes, such as to call a user and offer a service that they did not request. To protect users from these unwanted situations, Yandex Browser has added a control panel that lets users see a list of trackers and choose which ones to allow or deny. This can be done by clicking on the shield icon in the address bar, which will display the number of filtered trackers.

[14] Tracker blocking is available for all users of the Yandex Browser desktop version after restart, and for Android devices (version 20.12.3+) and iPhones (iOS 14+).

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As an IT company that operates in the EU, Yandex is subject to the General Data Protection Regulation (GDPR)[15] which came into effect in 2018. The GDPR is designed to strengthen personal data protection while making the collection, storage, and processing thereof more transparent. Yandex has implemented all measures required under the GDPR.

418-1   From 2018 to 2020, Yandex was not subject to any fines or other sanctions for violating personal data legislation.

More detailed information about how Yandex secures users' personal data can be found in the Privacy section on the company's website and on Yandex's blog on Habr (RUS).

[15] General Data Protection Regulation (GDPR) governs the collection and processing of personal information from individuals who live in the European Union (EU).

Incident Response

We have adopted and implemented an Incident Management Policy, which gives Information Security Department employees guidelines on how to identify and remediate breaches. The Security Operations Center (SOC) of the Information Security Department is responsible for incident management at Yandex. Employees from relevant departments are also engaged to provide legal and administrative support as and when required.

Despite all the security measures in place, in February 2021 Yandex's security team discovered a data breach during routine screening. An internal investigation revealed that an employee had been providing unauthorized access to users' mailboxes for personal gain. The employee was one of three system administrators with the necessary access rights to provide technical support for the service. As a result of his actions, 4,887 mailboxes were compromised.

Yandex's security team blocked unauthorized access to the compromised mailboxes and contacted the mailbox owners to alert them about the breach and inform of the need to change their account passwords. We made changes to administrative access procedures and introduced additional security controls. The company has also contacted law enforcement.

We conducted a thorough internal investigation of the incident and validated the completeness and correctness of our findings via an independent audit. The audit concluded that changes made to administrative access procedures and suggested additional security controls are adequate and sufficient, as well as confirmed that the level of protection of the Yandex account management infrastructure is on par with modern standards.

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Government Relations

TC-IM-220a.4
TC-SI-220a.4

Government authorities regularly ask Yandex for user data. The laws of the countries where we operate require us to respond to such requests provided they meet all official requirements. All requests are checked carefully to ensure their legitimacy. We only provide the information that is absolutely required to fulfill the request.

We published our first ever Transparency Report in 2020, where we disclosed the number of government requests for user data we received. We released overall statistics and gave separate breakdowns for the services that received the most requests.[16] The percentages of request that resulted in disclosure of some information is fairly comparable to those disclosed by industry peers. Going forward, we plan to update the report biannually as well as disclose the number of requests under Russian Federal Law 264 of 13.07.2015, also known as the "right to be forgotten" law.[17]

[16] Services: Yandex.Mail, Yandex ID, Yandex.Taxi, Yandex.Drive, Yandex.Eats, Yandex.Classifieds, Geolocation and Media Services.
[17] The law that obliges search engines to remove links from search results that lead to pages containing illegal, inaccurate, or irrelevant information about the applicant.
[18] The statistics only includes requests received in an electronic format, with incorrectly filled applications not being accounted for. Some links may have more than one reason for removal, and it is therefore incorrect to sum figures across three bars in the chart as it fraught with double counting.

Government Requests for User Data

July – December 2019
2,410
16%
14,638

January – June 2020
2,468
16%
15,376

July – December 2020
3,705
22%
16,874

● Total requests   ● Share of refusals
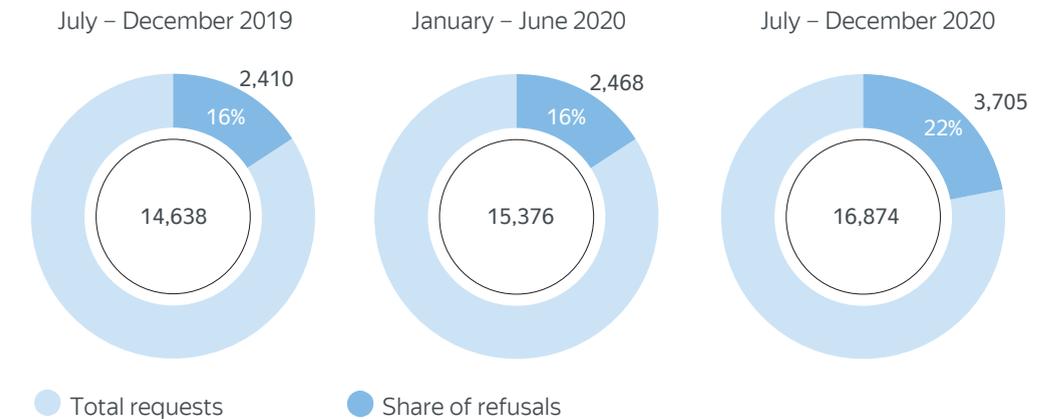
Number of URLs requested to be delisted under the "right to be forgotten" law[18]

July – December 2019
5,019
79%
3,603
80%
4,403
81%
Irrelevance | Inaccuracy | Illegality

January – June 2020
4,346
70%
2,733
77%
3,422
80%
Irrelevance | Inaccuracy | Illegality

July – December 2020
4,526
53%
2,599
74%
1,902
77%
Irrelevance | Inaccuracy | Illegality

● URLs received   ● Share of refusals

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Ensuring Quality Content

Advertising Content

103-2   Yandex plays several roles in the advertising ecosystem. It is a platform for other advertisers to whom Yandex offers a variety of tools and channels for placing ads. These comprise contextual and media advertising via Yandex. Direct, the promotion of goods and services on Yandex platforms (Yandex. Market, Yandex.Uslugi, Yandex.Afisha, and Yandex.Realty), and other products.[19]

Yandex runs ads on its own services (e.g. contextual ads in Search results) and on the partner websites and apps that make up Yandex Advertising Network (YAN), now acting as an intermediary. Yandex is also an advertiser that promotes its own services and products. As a responsible company, Yandex ensures fair competition between advertisers, combats fraud, and shields users from unwanted ads.

For more detailed information about how Yandex advertises its own services, see the Responsible Marketing section.

Protecting Users

All ads are moderated to prevent the placement of inappropriate advertisements and to ensure compliance with applicable laws and Yandex Advertising Requirements.[20]

We use robots to check Yandex.Direct ads for legal compliance (e.g. with age restrictions), harmful content, and advertiser integrity. Additional checks of special documents (licenses, certificates, and registration certificates) are required for advertisers of certain types of goods and services. Ads are cleared for placement once they have passed the automated evaluation process. If the robots fail to deliver a definite verdict, the ad is sent to be checked by Yandex specialists. They make a decision based on clearly defined guidelines and criteria to ensure objectivity. We also reach out to our users to gauge what they think about specific advertising banners and use their feedback to improve our evaluation practices.

We are continuously improving our machine algorithms and human moderation processes to integrate our past experience, adapt to legislative changes, and protect against the latest fraud schemes.[21]

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[19] More detailed information about Yandex's advertising products can be found here.
[20] Yandex has the following documents that set out its requirements for ad placements: General Terms and Conditions. Advertising Requirements, Regulations for Placing Advertisements on Yandex. Advertising Requirements, Prohibited Categories of Goods, Services, Online Resources and Methods of Advertising, as well as other guidelines available on the website.

[21] Examples of fraudulent behavior: replacing content on the landing page after moderation with content that does not comply with the law or Yandex's requirements, creating deceptive advertising campaigns to disguise advertisements of illegal products and services.

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We employ user data (based on their behavior when using Yandex services and YAN sites) to target users with more relevant advertising content. This method of ad delivery prevents users from seeing ads that they have absolutely no interest in. All data processed by Yandex is protected by the Privacy Policy. Yandex Browser also filters ads that make it difficult to view content.

103-3 Yandex closely monitors the quality of ads, responds to user complaints, and takes action wherever necessary.

around 150 mln
non-compliant ads were rejected by Yandex in 2020[22]

Around 95 thsd advertisers that did not meet Yandex's
requirements were blocked in 2020

[22] The number of non-compliant ads rejected for fraud-related reasons. This figure does not include ads rejected due to typos and other non-critical factors.

10

Nonprofit Advertising

Yandex helps raise public awareness about pressing social issues. In March 2021, we published our updated Rules for Placing Nonprofit Advertisements in Yandex.Direct. A nonprofit advertisement has the primary objective of achieving social good.

The new rules define the requirements for such ads and those who place them. For example, nonprofit ads must not contain political content, provocative images, or threats. Such ads must not abuse people's charitable impulses, e.g. by suggesting that anyone not supporting a charity or cause lacks proper feeling. If an advertiser is a charitable organization that collects donations, it must have up-to-date financial statements published on its website. Yandex will publish a special report on nonprofit advertising.

Yandex also supports charitable foundations by offering grants for nonprofit advertising. The grant program has been integrated into our Helping Hand initiative and applications can be submitted on the initiative's official website.

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Working with Advertisers and Advertising Platforms

To protect the interests of advertisers and ensure free competition, Yandex carefully monitors all actions across its advertising ecosystem. For example, we employ algorithms that automatically filter out invalid click activity and fake impressions and conversions generated by bots and fraudsters so that these malicious actions do not artificially drive up advertising campaign budgets and statistics.[23]

Yandex was certified as compliant with international **MRC/IAB** standards in 2020.[24] The standard involves the use of technology to measure the 'viewability' of media banners and video ads. A display ad is considered 'viewable' if a user has actually seen it. According to the MRC standard, this condition is met if at least 50% of its area is visible for at least one second. The requirement is stricter for video advertising — a video ad must be visible for two continuous seconds. The 'viewability' measurement provides advertisers with transparent statistics and helps them avoid low-quality traffic.

Yandex carefully evaluates the quality of advertising platforms in the YAN.[25] Only sites that advertise responsibly and comply with the Yandex's rules can join the YAN. Each site must pass a multi-step moderation process and is subject to quality monitoring.

[23] Robots and scammers can mimic the actions of real users to generate fake clicks and fraudulently drive up the number of ad impressions to deplete advertisers' marketing budgets.
[24] International standards for managing and measuring advertising traffic developed by the Interactive Advertising Bureau (IAB) and the Media Rating Council (MRC). The full list of advertising standards met by Yandex, confirmed by respective certifications, can be found here (RUS).
[25] Yandex advertisement network.

Yandex does not allow sites to join the Yandex Advertising Network if they publish objectionable content or were created solely to make money through ad placement.

| 417-3 | **Number of complaints received by Yandex as a platform for other advertisers concerning non-compliance with content placement rules** |

The increase in the number of complaints, particularly in the number of orders to remove ads, is related to the growth of the market share of online ads versus offline ads, leading to more regulatory scrutiny.

Cases of non-compliance with content placement rules that resulted in fines

Year	Value
2020	11
2019	10
2018	7

Number of orders to remove ads

Year	Value
2020	36
2019	12
2018	21

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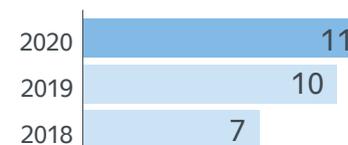
Search Content

103-2 Search helps millions of users find all kinds of publicly available information on the web. Yandex Search is a 'mirror' that reflects what is on the internet and is not directly responsible for the quality of the content on websites in the search index.[26] Nevertheless, Yandex strives to shield users from inappropriate content and to ensure that search results are of high quality. Our search algorithms remove spam from the search results, as well as links to websites with content that does not meet filtering criteria, such as inappropriate content (e.g. child pornography). If a regulator bans a webpage, a searcher will encounter a message in the search results stating that certain results cannot be displayed for legal reasons. Cooperation with international organizations, such as the Internet Watch Foundation, which focuses on the removal of child abuse content from the internet, helps us improve our content filtering methods and attributes. We also check indexed web pages for viruses and alert users about sites containing malicious software by displaying a warning message next to the link in the search results.

103-3 Users browse the search results page from top to bottom. This is why we display the most relevant results to a search query at the top of the page. The search results for a given query are selected and ordered automatically based on complex formulas that incorporate thousands of query properties. Algorithms also select other search elements, such as news stories that are relevant to a given query or search predictions. The utility of search results for users is a key measure of good search quality. Search algorithms are also attuned to display the information from verified sources, particularly for health-related search queries. To verify sources, Yandex works with healthcare experts to review medical information, check authors of publications for reliability, and validate that the website belongs to a medical organization. With this approach, we ensure that high-quality and trusted medical sources are what the users come across first when looking for health information online.

Ranking is the process of arranging the results found by relevance. Our ranking algorithms use machine learning and are regularly updated to ensure that they are resistant to external influences. The Yandex Search Ranking Rules and Search Engine Optimization Rules are publicly available for anyone to read.

Ranking and search filtering are just some of the techniques we use to prevent search spam[27] and unacceptable promotion practices, which degrade search quality and often make it unsafe. Pages that are specially designed to trick the search engine (for example, intermediate pages that redirect users to third-party sites) are removed from the search results or downgraded in the ranking. Sites with ads that obscure content are ranked lower, whereas pages where users can easily find answers to their questions are ranked higher. Websites with adult content are not displayed in the search results or appear much lower than other results if a query does not directly relate to such content.

More detailed information about how Yandex filters adult content can be found here (RUS).

[26] The search index is a database hosted on the search server. It is used to search for information requested by users.
[27] Search spam includes pages whose owners try to trick or manipulate the ranking system. They rarely provide answers to search queries but contain ads and sometimes scammer traps. Websites that use search spam may be downgraded in ranking or excluded from the search index because they cannot be ranked correctly.

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Algorithms for the news section are calibrated to reflect what the majority of reputable sources are writing about using objective tone and avoiding subjective judgements.

Content on the Yandex Zen Blogging Platform

`103-2` We monitor content quality to ensure that it complies with applicable laws and Yandex's requirements. We work on several fronts to achieve this: moderating and fact-checking content posted on the platform and analyzing user feedback.

Content Moderation

`10` All content on Yandex Zen, including blog posts, source sites, and blogger and user comments, must meet the platform's content requirements. For example, it is strictly forbidden to post content that encourages users to gamble or engage in unlawful activities, or to publish violent or graphic content intended to shock viewers or promote violence.

Every post on Yandex Zen is subject to moderation. This is performed by robots, 'tolokers' (partners of Toloka, a microtasking solution), and Yandex Zen moderators. Automatic evaluation can identify obvious violations, while tolokers are brought in to help if robots fail to deliver a definite verdict on whether a publication violates our rules. Human moderators are also engaged to check the quality of the work performed by robots and analyze the most complex cases, such as clickbait detection.[28] We regularly update the rules for the platform to cover all possible types of breaches.

[28] Clickbait is a deceptive publication card that entices readers to click on it.

99% of publications that violate the platform's rules and the law are removed before users report them

0.1% of all feed impressions were garnered by posts deleted by Yandex due to violations of the platform's rules and the law

12% of comments are deleted and not shown to users due to violations of the platform's rules and the law
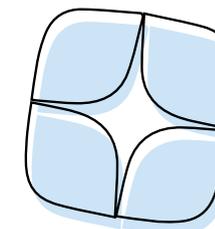
`103-3` ### Processing User Feedback

Yandex Zen users can report content they find inappropriate or misleading. The service monitors such reports and reevaluates posts if their quality or credibility is brought into question. Yandex Zen updates its automated moderation processes based on user feedback and blocks materials if they are found to have violated the platform's standards and if the complaint was found to be valid.

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How We Process Complaints

Users are free to express their opinion on the quality of the content posted by other users on our resources, and can submit complaints if they find any content to be inappropriate. We immediately delete content that violates our rules.

If Yandex cannot reliably establish whether content is inappropriate, we ask the reporter to send us a substantiated statement detailing their allegations along with the exact address of the reported content on Yandex and information sufficient to identify the violation reporter. We send a notification to the uploader of the controversial material about it having been blocked due to a complaint, following which the reported user may either delete the material or challenge the block and demand a settlement of the dispute by informing Yandex. If no counterstatement is filed, the content in question will be automatically deleted.

We offer parties the chance to resolve the issue directly by applying our principle of "restricted right to confidentiality".[29] We send information to both parties and grant them access to the controversial content in question so that they can discuss the issue. The parties may then decide to resolve the issue with a mediator from an authorized governmental agency or in court. If the dispute is resolved in favor of the reporter and the confirmation is shared with Yandex, the disputed content is deleted. This procedure allows all interested parties to take every opportunity to exercise their rights and freedoms as stipulated by law.

[29] Yandex recognizes the right of every user who places content on its internet resources to anonymity and does not disclose their personal data except for in cases stipulated by law (as well as in accordance with the Privacy Policy). This is called the right to confidentiality.
[30] Posts based on inaccurate information.

Fact-Checking

Yandex Zen launched a new fact-checking and 'fake news'[30] detection program in 2020, engaging industry experts and subject matter specialists.The first wave of partners include news agencies TASS and Interfax, the online edition of The Bell, the business newspaper Vedomosti, and the nonprofit project Provereno.

Posts will be fact-checked if they receive widespread coverage, numerous complaints, or if the post covers a controversial topic. A post will usually be simultaneously shared with two or more partners to perform fact-checking independently of each other. Yandex makes the final decision based on the opinions of its partners.

In 2021, Yandex Zen collaborated with the Higher School of Economics to research algorithms that can detect 'fake news' and plans to continue working in this area going forward.

Yandex.Q is a social network where experts on any topic can answer questions and share their knowledge with the world. Yandex.Q launched an expert verification system in the summer of 2020 whereby anyone who wants to gain expert status has to prove their knowledge in the selected field. Today, the network has 5,000 experts spanning 60 scientific and applied disciplines.

Every answer published on the platform is fact-checked: experts peer review each other's work and issue either positive or negative verdict. We 'decluttered' the service and search results in December 2020 to leave only content written by verified authors and fact-checked answers. The service also introduced an author rating system in 2021 that shows how much the expert community trusts a particular contributor.

Quality answers are ranked higher and attract more readers. This creates an ecosystem that rewards authors for posting credible content and encourages users to critically assess the information, boosting media literacy in the process.

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Business Ethics and Human Rights

102-16
103-2
We value the trust our employees, users, partners, and society place in us, and do everything with honesty, integrity, and transparency. We have a Code of Business Ethics & Conduct that applies to all Yandex employees and the business support team.[31] We also expect our partners, counterparties, vendors, and anyone who works with us to comply with the rules set out in the Code.

The Compliance and Risk Assessment Division, which is part of Yandex's Legal Department, and the Internal Audit Office of the Finance Department are responsible for matters pertaining to business ethics and compliance. The head of the Legal Department and the head of the Internal Audit Office are members of the Ethics Committee along with the Chief Financial and Operating Officer[32] and the Director of HR. The Ethics Committee reports to the Board of Directors and reviews any issues related to business ethics and compliance.

10
16
103-2
Yandex is committed to respecting human rights and considers any form of discrimination unacceptable. Yandex forbids the use of forced labor and all illegal employee retention practices. People under the age of eighteen are hired in strict compliance with the law.[33]

[31] For more detailed information about the business support team, see the Team chapter.
[32] Until April 2021 duties and responsibilities of CFO and COO were combined.

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                    Board of Directors

                    Ethics Committee

Head of          Head of the      Chief Financial    Director of HR
the Legal        Internal Audit   Officer
Department       Office

Legal                             Finance Department
Department

Compliance                        Internal Audit Office
and
Risk Assessment
Division
```
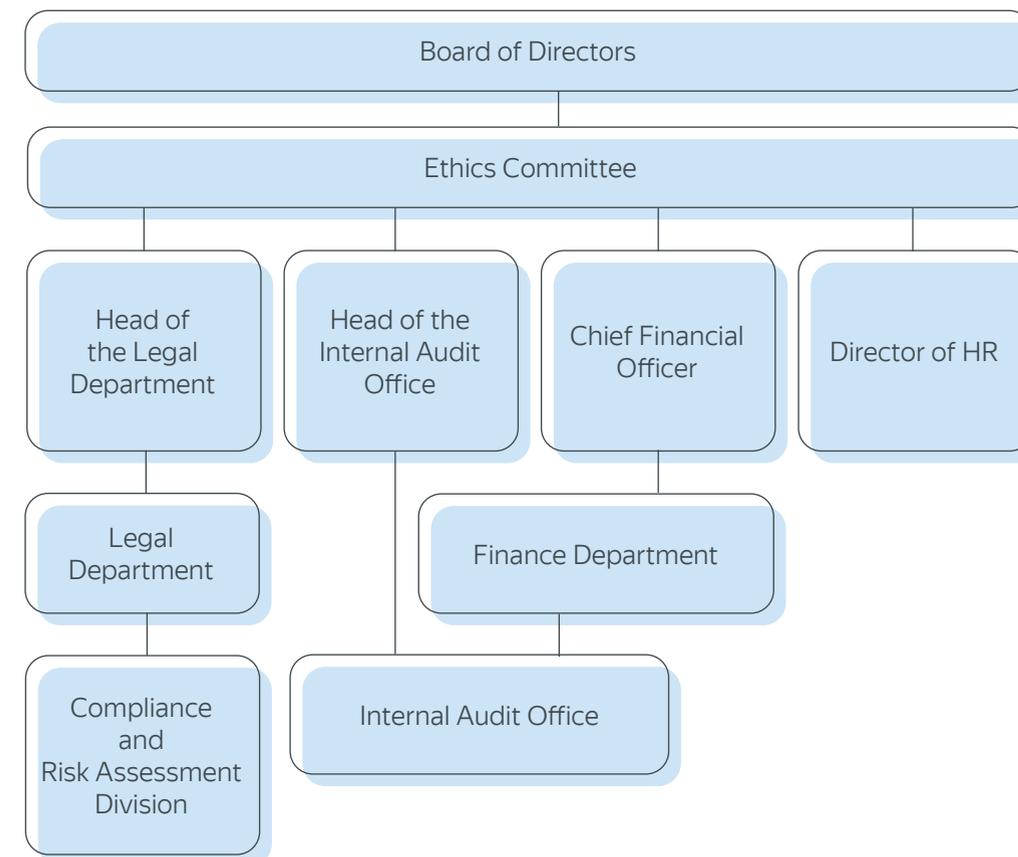
[33] As of the date the Report was prepared, Yandex had five employees under the age of 18 (all 17 years old). The company complies with the Labor Code of the Russian Federation and other legal requirements applicable to this category of employee, including: reduced working hours, 31 days of vacation at any time, prohibition of night/weekend work and business trips, pre-employment medical examination, and no probationary period.

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We aim to foster a corporate culture that encourages free and open communication, where freedom of expression is not just an abstract concept, but a core driver of our business. We are intolerant of intolerance, which can take the form of violence, aggression, insults or offensive remarks about someone's gender, race, nationality, political or religious views, and sexual orientation. Our commitment to respecting human rights starts within the company and extends to all our social interactions. Our online services are underpinned by international human rights standards, including the International Covenant on Civil and Political Rights. We strive to protect user rights by closely monitoring content and excluding materials and speech that violate human rights.

103-2

For more detailed information about Yandex's content management processes, see the Ensuring Quality Content section.

Business ethics is a priority at Yandex, which is why the scope of our awareness and training programs is constantly being expanded. All new hires must familiarize with the Code of Business Ethics and complete a business ethics training course covering conflicts of interest, anti-corruption, protection of confidential information, non-discrimination, reporting violations, etc. All employees must take regular tests to confirm their knowledge of our ethical standards. Beyond general training courses, our employees are also invited to take part in dedicated sessions on topics such as insider information.

Tone is set at the top. All Yandex senior managers are familiar with the contents of the Code of Business Ethics, which addresses the topic of anti-corruption, and have completed an ethics course.

Yandex held an internal Compliance Week event in 2021, for which a number of materials on ethics and integrity were developed and distributed among employees, including videos, ethic rules comics, case studies and others. Additionally, senior managers and key employees were invited to attend training sessions on various aspects of business conduct.

All Yandex employees and business support team members have been informed of the Code of Business Ethics

Yandex launched a pilot ethics course for some business support team members in late 2020. We are currently assessing the effectiveness of the current format to decide on scaling up the course.

Our 2020 employee engagement survey revealed that Yandex keeps its employees well informed about all legislative changes: 94% of employees responded positively to this survey question.

For more detailed information about the employee engagement survey, see the Employee Engagement section.

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Fair Competition

103-2 We have always operated in highly competitive markets where the bar for service quality is constantly being raised. We value competition and see it as a driver of a never-stopping pursuit of positive change. It is essential that users have the freedom to choose products and services that are best suited to assist them. This is why, for example, we display links to other search engines on Yandex search results pages, just in case Yandex search was unable to provide answers a user was looking for.

103-3
206-1 We regularly monitor for potential violations of anti-monopoly laws when making product decisions and throughout our business processes. All transactions and other events that could potentially impact competition are carefully analyzed and, if necessary, agreed with anti-monopoly authorities. Yandex was not found to be in violation of anti-monopoly laws in 2020.
In 2021, we plan to develop anti-monopoly policies for various business units and provide our employees with additional training on the importance of fair competition.

Anti-Corruption

16
103-2
103-3 Yandex has zero tolerance for and strictly forbids any form of corruption or bribery. The Yandex Group Code of Business Ethics & Conduct contains anti-corruption provisions. The company also has an Anti-Bribery Policy and a compliance program for anti-corruption laws.

Yandex has introduced an anti-corruption clause, which stipulates that counterparties must comply with anti-corruption laws. Any third-party providers of goods or services to or on behalf of Yandex are expected to follow the principles enshrined in the Code of Business Ethics & Conduct.

205-3 There were no violations of anti-corruption laws at Yandex in 2018–2020: no legal cases relating to corruption were brought against the company or, as far as Yandex is aware, against its employees. Nor were we aware of any violations of applicable anti-corruption requirements among Yandex's business partners within the scope of their relationship with the company.

205-2 Anti-corruption is also part of the business ethics training course.

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Responsible Marketing

Yandex conveys its values through various marketing channels. For example, Yandex.Market shares advice on responsible consumption on its blog and posts about responsible shopping. Yandex.Lavka launched a [site with tips](#) on recycling. Yandex Go is committed to changing perceptions of drivers and couriers by publishing inspiring stories about the hearing-impaired drivers as well as female drivers who got empowered by partnering with Yandex.Taxi. We advocated for our drivers and couriers during the pandemic, drawing attention to the tough conditions they were working under and their contribution to public safety.

COVID

417-3 As an advertiser, Yandex strictly complies with all legal advertising requirements: we make sure to only place truthful ads, which do not mislead users and provide complete and genuine information about the services offered. We had two minor cases of non-compliance with regulations concerning marketing communications in 2020. Incompliances were promptly eliminated, while each case was thoroughly analyzed to prevent or reduce the likelihood of it reoccurring in the future.

For more detailed information about Yandex as a platform for other advertisers, see the [Advertising Content](#) section.

Whistleblowing and Feedback Collection

103-3
102-17 All Yandex employees and partners can seek advice or guidance on any matters relating to business ethics. Yandex has a [hotline](#) for both anonymous and non-anonymous reporting, as well as a direct line for anti-corruption concerns (stop_corruption@yandex-team.ru). The anonymous hotline is operated by an independent provider, who is a trusted partner with an impeccable reputation.

All reports are thoroughly investigated and dealt with in the strictest confidentiality. Retaliation of any form against anyone who makes a good faith report of wrongdoing is strictly prohibited. Failure to comply with this requirement is a violation of the Code of Business Ethics & Conduct.

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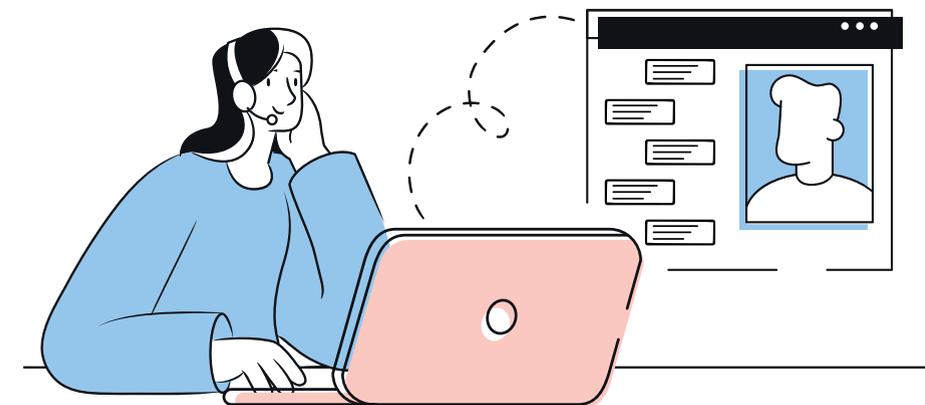
Intellectual Property

103-2
SV-ME-520a.1.

Our intellectual property (IP) management process covers two key areas: protecting our own intellectual property[34] and that of copyright holders. The overall IP management process is overseen by the Legal Department and specific responsibilities extend to other staff members.

We train employees on the fundamentals of IP whenever demand and service needs require it. For example, the KinoPoisk teams completed a course on IP rights for video content in 2020. The course was developed and delivered by Yandex specialists. In addition to mandatory training programs for core employees, we encourage independent learning: any employee who wants to obtain a better understanding of intellectual property can find relevant material on the Yandex intranet.

Protecting Yandex's Intellectual Property

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We patent the technologies we develop to protect our intellectual property. We generally file patents for a type of technology rather than patenting a single innovation. All Yandex-owned software is registered in the Unified Register of Russian Programs for Electronic Computers and Databases. We encourage innovation and offer monetary rewards to inventors if we patent their intellectual deliverables.

Patents issued

2020	575
2019	473
2018	385
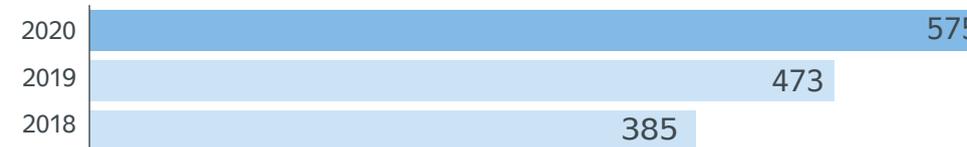
Patents application under review

2020	335
2019	214
2018	195

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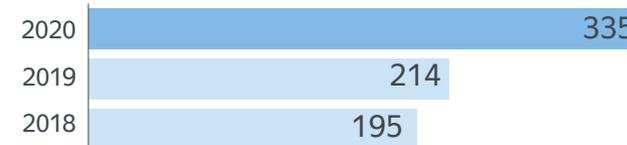
[34] The company's activities relating to intellectual property extend to the entire Yandex Group.

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If our IP rights are infringed on (for example, if Yandex trademarks are used on third-party websites), we protect our interests by filing complaints, blocking the relevant websites, or resorting to litigation.

Due to advances in technology, there has been a recent uptrend in the number of IP assets generated using machine learning algorithms and neural networks. The IP protection of AI-generated innovations has therefore become a critical consideration, and Yandex closely monitors the development of best practices in this field.

The number of trademarks

Year	Value
2020	411
2019	256
2018	170
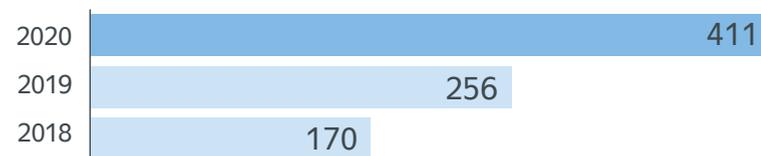
The number of entries in the Unified Register of Russian Programs for Electronic Computers and Databases

Year	Value
2020	40
2019	6
2018	3

Protecting Copyright Holders on Yandex Services

Yandex aims to foster respect for copyright in the countries where it operates. Services such as Yandex Music and KinoPoisk HD enable users to legally stream music, other audio content, movies, and TV shows. All users accept the terms of service and agree not to violate the copyright of content owners. We rigorously enforce our contracts with copyright holders. We ensure that users can only stream movies and TV shows according to the content monetization and access model (EST, TVOD, SVOD, AVOD) agreed with the copyright holders in the contract, and make sure that content does not appear on our services earlier than permitted by such contracts.

Yandex joined an anti-piracy memorandum signed between Russia's leading IT companies and copyright holders in 2018. The memorandum enables rights holders (TV holding companies, online cinemas, producers, etc.) to include links to pages with pirated content on an official register and requires search engines to remove these links from their search results. Consequently, many issues can be resolved out-of-court which simplifies the IP protection process. Since joining the memorandum, Yandex has removed over 15 million illegal links.

More information about protecting copyright holders' rights can be found here (RUS).

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Collaboration and Open Innovation

Yandex has joined other leading IT companies in supporting the LOT Network and Open Invention Network (OIN) patent pools: two organizations committed to protecting the interests of companies that develop innovative technologies. The LOT Network protects innovative companies against patent trolls.[35] OIN grants members of its community royalty-free access to Linux patents and adjacent open source software,[36] and protects them from related patent lawsuits.

Yandex is deeply engaged in the development of open innovation and contributes to various open source projects and products, particularly those available on GitHub, the world's largest open source platform. The open source codes created by each author or company are stored in dedicated repositories: a code repository.

The usefulness of Yandex open source codes and third parties' interest in using them can be measured by the number of 'forks', i.e. copies made from the repository, and the number of 'stars', which people use to bookmark repositories they're interested in. Each of Yandex's top five projects have been 'starred' more than a thousand times.

Our most popular project on GitHub is ClickHouse. Open access to the project lets third-party developers take advantage of the same technology that powers Yandex.Metrica, the world's second largest web analytics system for which ClickHouse was developed. As of today,[37] the project has 14,400 'stars' and 2,900 'forks' from GitHub users.

The handling of open source codes is associated with a number of legal issues. Those can be divided into situations where third parties use open source codes created by Yandex, and the opposite situations when Yandex uses codes written by an external entity or a person. To navigate these, Yandex relies on its Open Source Code Policy and the Guidelines for License Selection for Yandex Open Source Products, which lay out procedures to be followed when releasing Yandex's own open source code and using that of third parties. Anyone who wants to introduce changes to Yandex open source code must comply with the Contributor License Agreement.

[35] A patent troll is an entity that does not use owned patents to produce products, but mainly to extort and coerce other companies into paying licensing fees through lawsuits and litigation.

[36] Open source code is the text of a computer program in any programming language that has been made available to be viewed, studied, and modified by a wide range of users in accordance with the terms of a respective open license.
[37] Data presented as of February 2021.

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Any publication of an open source code is preceded by an extensive risk mitigation process. This involves internal approval of information disclosure by developer teams and risk assessment by the Legal Department and its Patent Division. To use a third-party code, Yandex checks the terms of respective open source licenses or checks whether approval can be obtained from the author or other copyright holder (if the code is not open source).

Yandex contributes to IP protection in Russia by introducing specialized IP services such as Yandex.Patents. Launched in 2019, the platform assists users with finding Russian patents and Soviet inventors' certificates free-of-charge. The platform has been recognized for having positive impact on scientific and technological development by the Russian Federal Service for Intellectual Property.

Responsible Procurement

102-9 Yandex has a rigorous selection process for all potential partners and only works with reliable and responsible vendors.

103-2 Our procurement practices encompass five core areas: marketing procurement, engineering procurement, project-related procurement, business services, and IT procurement. Yandex has a centralized procurement service that works with all Yandex business units except for the MLU B.V. Group,[38] which has its own procurement function and vendor selection procedure.

Yandex partners with both Russian and international vendors, although local suppliers[39] account for the majority of procurements. We work with business of various sizes, including small businesses, and welcome individual and social entrepreneurs among participants in tenders. The key criterion when choosing a vendor is their ability to fulfill the terms of reference set by Yandex.

[38] MLU B.V. is a joint venture between Yandex.Taxi and Uber that operates the Yandex.Taxi, Yandex. Eats, Yandex.Lavka, and Yandex.Drive.

[39] Local vendors are legal entities, individual entrepreneurs, and self-employed persons registered in the Russian Federation. We are only able to disclose actual 2020 procurement cost data by region of vendor registration for MLU B.V. (the joint venture between Yandex.Taxi and Uber that operates Yandex.Taxi, Yandex.Eats, Yandex.Lavka, and Yandex.Drive services). Local vendors accounted for over 99% of procurements. For Yandex's remaining procurements, procurement volumes by region of vendor registration are presented as provisional values: about 52% of Yandex's procurement budget was allocated to local vendors in 2020.

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Vendor Selection

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Yandex has developed a vendor selection procedure to regulate the procurement process and serve as a guideline for procurement managers and initiators within Yandex business units who are authorized to make purchases independently. Each purchase is supervised by a cross-functional procurement team made up of purchase initiators and a procurement specialist. More employees are added to the procurement team for more significant procurements so as to extend the selection and cover more potential vendors.

All third parties we work with, including, but not limited to, suppliers, consultants, agents and other providers of goods or services to and on behalf of Yandex are expected to abide by the principles set forth in the Code of Business Ethics & Conduct and must comply with anti-corruption laws. Vendors are encouraged to report any potential violations of business ethics via the Yandex hotline. We conduct annual background checks on each vendor providing goods and services worth over RUB 3 mln (excluding VAT)[40] to prevent transactions with counterparties acting in bad faith.
We check for ongoing litigations, debt, accounting statements, and other potential red flags. In some instances, Yandex conducts on-site audits (both as a due diligence procedure before signing a contract and in the course of partnership). For example, we may perform an initial production audit for engineering procurement to assess production and warehouse capacities, production and OHS practices against industry standards and legal requirements. We also regularly check working conditions at call centers.

[40] Cumulative procurement expenses of all Yandex business units excluding MLU B.V.

Vendors are sometimes asked to complete certain assignments as a part of a bidding process, e.g. when Yandex is selecting a contractor to develop a brand strategy. We are aware that participation in such tenders may therefore incur significant expenditures and offer to compensate such costs, aiming to pay all vendors the same amount. We also cover the costs of prototype production[41] if they need to be developed as part of RFx.[42]

Yandex is now migrating to the SAP Ariba system to boost transparency and simplify the vendor engagement process. SAP Ariba will automate our vendor due diligence process and increase time efficiency of vendor onboarding. The procurement service is planning to migrate to electronic document management (EDM) with as many vendors as possible to streamline business interactions and reduce paper consumption. In doing so, we leave it up to the vendors to assess their own capability to implement EDM. If it does not appear possible for whatever reason, we will continue to work with them as before.

[41] A prototype is the first iteration of a product.
[42] A collective term used to describe all documents requested in a procurement process (e.g. Request for proposal (RFP), request for information (RFI), and so on).

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Environmental Responsibility

Digital technologies and online services have enormous potential to make our lives greener. However, the true sustainability of these technologies largely depends on the environmental performance of the physical infrastructure underpinning them. This includes data centers, which house server equipment, and offices, where service development teams work. We prioritize the energy efficiency of our data centers and strive to make our offices, where thousands of people work every day, more sustainable with every passing year. We are also working to ensure that the processes that make up the services we offer are built with environmental impact in mind.

52%
of carbon footprint of Yandex's infrastructure is associated with electric energy consumption and another

44%
with fuel combustion by vehicles owned or leased by Yandex (self-driving and carsharing fleet)

2.2%
improvement in the average PUE[43] of Yandex data centers compared to 2019

67%
of waste generated by Yandex.Market in 2019–2020 was recycled or reused

15%
of packaging used by Yandex.Lavka is made from recycled or secondary materials

Almost 500 tonnes[44]
of waste was sent for recycling by Yandex.Lavka

Infrastructure Management at Yandex[45]

11

Yandex Data Centers

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Energy and Water Consumption
A data center is a facility used to house thousands of servers that store information and process user requests. Yandex has five such facilities: four in Russia (Vladimir, Sasovo, Ivanteevka, and Mytishchi) and one in Finland (Mäntsälä). Data centers are a key element of our infrastructure and are managed by the Yandex Data Center Operations Division.

TC-IM-130a.3

Data centers operate around the clock and consume electricity to power servers and the industrial-grade air conditioners that keep them cool. As a major energy consumer, we are constantly upgrading our data centers to ensure that they meet the strictest energy efficiency, energy-saving, and environmental safety requirements.

[43] PUE (power usage effectiveness) is the ratio of the total power consumption of a data center to the energy delivered to computing equipment.
[44] Metric tonne = 1,000 kg.
[45] For the purposes of the Report, Yandex's infrastructure is defined as the company's data centers, offices, and fulfillment centers.

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We implemented the most advanced energy-saving technologies available at the time of construction of each data center. Our newest data centers in Vladimir, Sasovo, and Mäntsälä use cutting-edge free cooling technology, which harvests the cold outside air to cool server equipment.

Electricity consumption at our data centers increased by 20% in 2020 compared to 2019 (and by 16% in 2019 compared to 2018) due to their expanding capacity. At the same time, heat consumption increased by 4%. Our electricity providers experienced fewer power outages, meaning that diesel fuel consumption (to generate emergency power) fell by almost 30% compared to 2019. In contrast, natural gas consumption increased by 12% due to a warmer summer and increased need for gas to power absorption refrigeration systems.

We are continuously working to improve our power utilization efficiency (PUE)[46] ratio, a key metric for evaluating data center energy efficiency. In 2020, the average PUE for our data centers was 1.25, a 2.2% reduction from 2019. Our data processing equipment was **by 21%[47] more efficient** than the global and Russian average PUE.

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[46] The lower the PUE, the more efficiently energy is used. An ideal PUE is 1.0, which means that all energy consumed by the data center is used for computing. For example, a PUE of 1.5 means that on top of every watt used for computing, the data center consumes 0.5 watts on overhead to support server operation (cooling, capacity allocation, etc.).

[47] According to the Uptime Institute's 2020 Data Center Industry Survey Results, the average PUE of data centers in Russia is 1.6, in the world — 1.59, and in Europe — 1.46.

`302-1`　`TC-IM-130a.1`

Electricity Consumption at Data Centers, MWh

| Year	MWh
2020	385,452
2019	323,385
2018	279,161
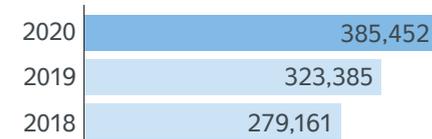
Consumption in GJ:
1,387,628 GJ in 2020,
1,164,185 GJ in 2019,
and 1,004,979 GJ in 2018
(MWh/GJ conversion factor is 3.6)

Heat Consumption at Data Centers, Gcal

Year	Gcal
2020	521
2019	499
2018	389
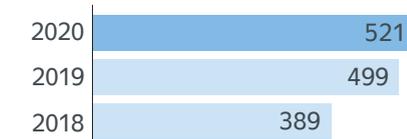
Consumption in GJ:
2,179 GJ in 2020,
2,086 GJ in 2019,
and 1,627 GJ in 2018
(Gcal/GJ conversion factor is 4.184)

Natural Gas Consumption at Data Centers, m³

Year	m³
2020	483,205
2019	432,986
2018	483,528

Consumption in GJ:
16,560 GJ in 2020,
14,839 GJ in 2019,
and 16,571 GJ in 2018
(inputs used in calculation: density of non-compressed gas at 20°C, t/м³ = 0.000714, conversion ratio (LHV[48]) = 48)

Diesel Consumption at Data Centers, liters

Year	liters
2020	60,783
2019	85,056
2018	93,113
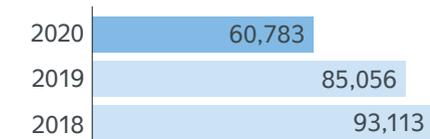
*Consumption in GJ:*
2,169 GJ in 2020,
3,036 GJ in 2019,
and 3,323 GJ in 2018
(inputs used in calculation: density of diesel fuel at 20°C, t/м³ = 0.83, conversion ratio (LHV) = 43)

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[48] The calculation is based on LHV (lower heating value) data from the IPCC Guidelines for National Greenhouse Gas Inventories, Vol.2, Chapter 1 (Introduction), pp. 1.19-1.20, Table 1.2.

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Overhad energy consumption of our newest data centers, namely, Mäntsälä and Vladimir data centers built in 2014 and 2017, respectively, is **six times more efficient** than the global average. Both data centers demonstrated PUE of 1.1 in 2020.

302-4 **PUE of Data Centers**

	Ivanteevka data center (built in 2008)	Mytishchi data center (built in 2009)	Sasovo data center (built in 2012)	Mäntsälä data center (built in 2014)	Vladimir data center (built in 2017)
2018	1.39	1.39	1.25	1.15	1.17
2019	1.45	1.40	1.26	1.14	1.15
2020	1.42	1.41	1.18	1.14	1.11
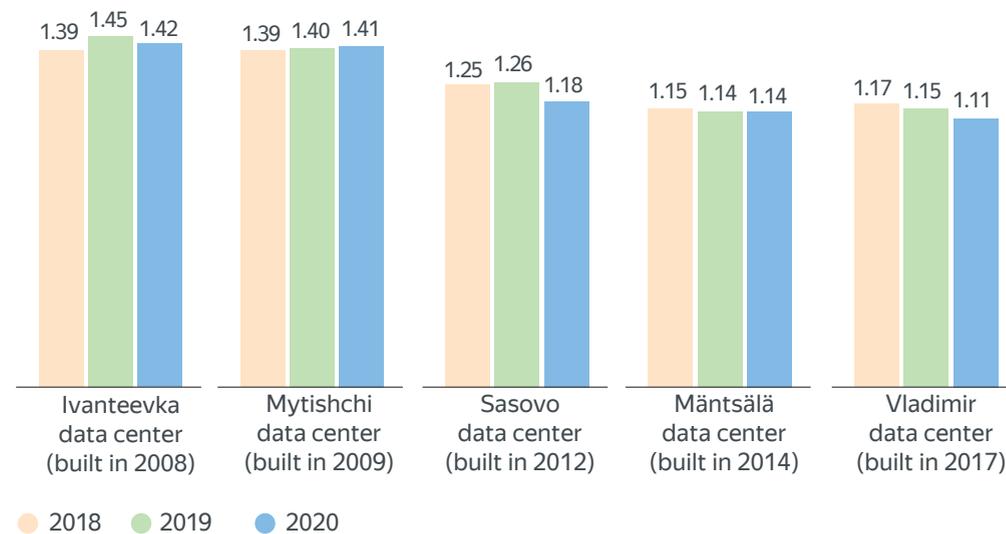
[49] Data centers typically operate industrial-grade air conditioning systems that use fluids or gases as coolant. These systems consume considerable amounts of electricity or heat.

How a Data Center Heats Homes

We developed a unique cooling system for server equipment at our data center in Mäntsälä that reuses the heat produced by servers to heat residential buildings in the city. The technology, developed in collaboration with Nivos Ltd., works by cooling servers naturally with cold outside air all year round, without using any industrial-grade air conditioners.[49] The air is heated as it passes through the server room and is fanned into enormous chambers (heat exchangers) into which water from Mäntsälä's municipal network is pumped. The water is heated to 30–45°C. Afterwards, a special station brings the temperature up to the standard 55–60°C and returns it to the municipal water network.

Mäntsälä's public utilities calculated that 'server heat', which is sold by an electric company, accounted for 51% of the city's supply of thermal energy in 2020. Server-generated heat also reduced the city's heating costs by up to 12% in 2019. We also enjoyed benefits, reducing our electricity costs by up to 30% by selling heat to the municipal grid.

There is technological capacity to embed similar solutions in Russia, and Yandex welcomes partnerships to introduce them in the Russian market.

Heat Sales, Mäntsälä Data Center, MWh

2020	20,983
2019	18,564
2018	15,545

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We source water for our data centers from our own water wells (two[50] are located near the Sasovo data center and another two wells service the Vladimir data center) or from municipal water networks.[51] We withdrew a total of 45.05 megaliters of water[52] in 2020, 30% more than the previous year. Water consumption increased due to the construction and commissioning of a new building at one of our facilities, as well as unavoidable checks and tests of water supply, sewage, and fire water systems.

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Water Intake at Data Centers, ML

Year	Value
2020	45.0
2019	34.6
2018	51.3
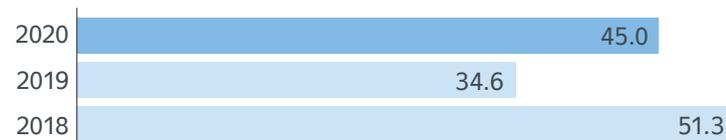
Waste Management

306-1 Our data centers are also working to minimize the amount of waste they generate, particularly hazardous waste. Instead of uninterruptable power supply (UPS) systems with chemical batteries that require special recycling procedures, we only use safe kinetic energy storage systems. We completely phased out gas discharge lamps, replacing them with LED-based lighting.

[50] One of which is currently being drilled.
[51] Data on water intake from municipal water networks has been provided for the data centers in Mytishchi and Mäntsälä.
[52] Data on water intake has been provided for the data centers in Vladimir, Mytishchi, Sasovo, and Mäntsälä. Water intake data for the Ivanteevka data center is not recorded separately (water consumption is included in total utility costs).

306-4 Our data centers in Vladimir and Mäntsälä[53] generated 122 tonnes of waste in 2020. The Mäntsälä data center disposes of almost all of its waste without sending it to a landfill, mainly through recycling or waste-to-energy incineration. The Vladimir data center is currently in search of waste management service partners that can offer more sustainable waste disposal methods.

306-3 **Waste Generation at Data Centers, tonnes**

Year	Value
2020	121.9
2019	143.5
2018	167.3
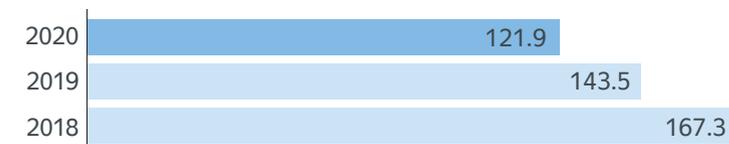
[53] No separate record was kept of waste generation for data centers in Ivanteevka, Sasovo, and Mytishchi for the reporting period.

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## Our Offices

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Green standards are gradually becoming an integral part of office life at Yandex. We are committed to entrenching reuse and recycling practices in our culture and take care to use energy responsibly at our offices. These efforts are coordinated by the Property Management Division.

Energy and Water Consumption

All Yandex offices were leased in 2020, meaning that the energy and water they consumed were purchased from third parties, i.e., utility companies and municipalities. We employ various solutions to ensure the rational use of resources at our rented offices. We have installed systems that automatically regulate the brightness of lighting to save electricity. We consumed 9,754 MWh of electricity and 8,536 Gcal of heat in 2020,[54] a year-on-year reduction of more than one third, driven by the fact that offices were emptied as most employees worked remotely during the peak of the pandemic. This was also the reason behind the 50% decrease in water consumption.[55] Energy intensity in Yandex's offices fell to 106.85 kWh/m^2 (−36% year-on-year) in 2020.

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Electricity Consumption in Offices, MWh

Year	MWh
2020	9,754
2019	15,609
2018	13,360

*Consumption in GJ:
35,113 GJ in 2020,
56,193 GJ in 2019,
and 48,097 GJ in 2018
(MWh/GJ conversion factor is 3.6)*

Heat Consumption in Offices, Gcal

Year	Gcal
2020	8,536
2019	14,868
2018	13,018
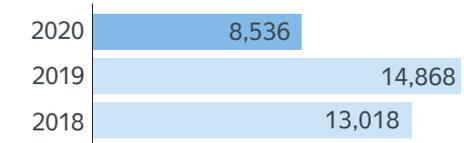
*Consumption in GJ:
35,716 GJ in 2020,
62,207 GJ in 2019,
and 54,469 GJ in 2018
(Gcal/GJ conversion factor is 4.184)*

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Water Consumption in Offices, ML

Year	ML
2020	53
2019	107
2018	85

[54] Electricity consumption data for 2019 and 2020 is shown for offices in the Krasnaya Roza (Moscow), Avrora (Moscow), OKO (Moscow), and Benois (St. Petersburg) business centers (over 90% of office space by floor area). For the OKO business center, electricity consumption is shown starting from June 2020, the lease commencement date. No separate record was kept for electricity consumption at the Benois business center in 2018. Heat consumption data is shown for offices in the Krasnaya Roza (Moscow) and Avrora (Moscow) business centers (over 80% of office space by floor area). No separate record is kept for heat consumption at the Benois business center (heat consumption is included in the total utility cost).

[55] Water consumption data is shown for offices in the Krasnaya Roza (Moscow) and Avrora (Moscow) business centers (over 80% of office space by floor area).

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We are planning to open our brand new headquarters in the south-west of Moscow in a few years. The new office was designed by London-based PLP Architecture to BREEAM standards,[56] and will use sustainable engineering techniques to establish high-performance indoor systems such as lighting, HVAC (heating, ventilation and air conditioning) and plumbing. The campus will be surrounded by a large landscaped garden and a public park, making it an inclusive, healthy and comfortable place for both work and recreation.

306-3　**Waste Management**

The vast majority of the waste generated by our offices is non-hazardous.[57, 58] The significant increase in waste generated in 2019 was due to work renovating Yandex offices (disposing of old furniture and construction waste).

Waste Generation in Offices, tonnes

Year	Value
2020	10.7
2019	103.8
2018	6.2

[56] BREEAM (Building Research Establishment Environmental Assessment Method) is a leading environmental assessment method for buildings developed by BRE Global (UK), which was first published in 1990. Assessors award points for all parameters that affect the environment, comfort, and security. These include, for example, waste recycling and consumption of energy, water, and materials.

[57] Hazardous waste means hazard classes I–II and non-hazardous waste means hazard classes III–V. Hazard classes are listed in accordance with The Federal Waste Classification Catalog (RUS) (Order No. 242 of the Federal Supervisory Natural Resources Management Service of the Russian Federation dated 22 May 2017 (as amended on 2 November 2018, No. 451)). Yandex offices also generate small amounts of hazardous waste, which includes light bulbs and rechargeable and non-rechargeable batteries.

[58] Waste generation data is shown for offices in the Krasnaya Roza (Moscow) and Avrora (Moscow) business centers (over 80% of office space by floor area).

306-2　We began setting up separate waste collection at some of our offices. In addition to recyclables (paper, plastic, metal, glass, and Tetra Pak packaging), we also collect used batteries and energy-saving and luminescent light bulbs.

Introducing separate waste collection at the Krasnaya Roza business center (where our headquarters is currently located) was an employee-driven initiative. The proposed waste collection scheme is expected to function as follows: first, sorted waste is to be emptied into special containers located on-site at the business center. From there, it will be taken to waste treatment facilities to be compressed into bales. The compacted waste will be picked up by a partner company (excluding batteries that have to be sorted and transported separately). It is planned that each type of waste will have its own recycling company.

Yandex's employees have established an eco-activist club with around 500 members to jointly bring new environmental projects to life. Some initiatives launched by club members include holding training sessions on separate waste collection and posting useful recycling tips on the intranet.

Our offices are stocked with eco-friendly stationery, e.g., eco-pens[59] and eco-paper certified in accordance with FSC standards.[60]

[59] Eco-pens are made from cardboard or other recyclable materials.

[60] The Forest Stewardship Council (FSC) is an international non-profit organization established in 1993 that developed a market-based certification program to promote responsible management of the world's forests.

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# Recycling Electronic Devices

11 **12**

306-2

We recognize the importance of recycling electronic equipment. As most of what we do requires the extensive use of electronic devices, we have launched a recycling program for decommissioned items to extend their lifecycles. Old office laptops and monitors that have been in use for over five years are sold to employees for a small price. In 2020, 1,744 used electronic devices (laptops, monitors, desktops, mobile phones, etc.) found new owners.

Used network equipment is collected at our data center in Mytishchi, where it is sold to partner companies for reuse or recycling. In 2020, we sold 36,320 units of server equipment including hard drives, Random Access Memory devices (RAM), network equipment and other storage devices.

We have also launched a recycling program for electronic devices including Yandex.Stations, through which we accept old gadgets (including third party devices) and send them for recycling. All devices collected through the program undergo material reclamation by a licensed recycling service partner. The contracted partner also oversees responsible treatment of the materials that are non-recyclable before their disposal.

306-4 **Sales of Server Equipment**

Sold and Recycled Server Equipment, units

	Sold	Sent for disposal
2020	36,320	14,450
2019	10,851	125
2018	196,762	14,413

○ Sold   ● Sent for disposal
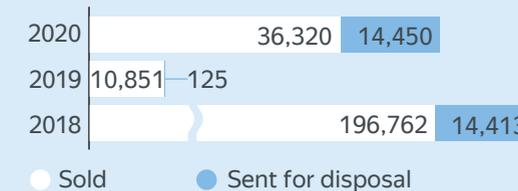
Sold and Recycled Server Equipment by Category

- 2%
- 14%
- 44%
- 40%

● network equipment
● hard drives
○ RAM
● other storage devices

306-4 **Sales of Office Equipment**

Office Equipment Sold, units

2020	1,744
2019	370
2018	527
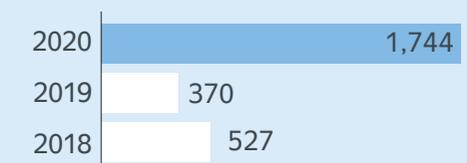
Office Equipment Sold by Category

- 97%
- <1%
- <1%
- 2%

● laptops
● mobile phones
○ desktop computers
● monitors

The 'sold' category covers equipment sold to third parties for recycling, spare parts, resale, or scrap. The 'sent for disposal' category covers equipment sent for treatment and ultimate disposal.

Decommissioned equipment is transferred to a warehouse and reserved for sale while Yandex looks for a potential buyer. The total number of units of decommissioned server equipment reserved for sale or recycling in storage at the end of the period was 88,982 (2018), 127,772 (2019), and 120,570 (2020).

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Fulfillment Centers

Users can select and order groceries and many other goods through services such as Yandex.Lavka and Yandex.Market: these services now have myriad of items in their product assortments (2–2.5 thousands in Yandex.Lavka and six million items in Yandex.Market as of April 2021). To ensure quick delivery, Yandex is developing its own logistics network.

In 2020, Yandex.Market manages large warehouses and operates four fulfillment centers[61] leased under long-term contracts. Three of them are located in the Moscow Region (one in Tomilino and two in Sofyino) and the fourth is located in Rostov-on-Don. The total amount of electricity consumed by these facilities was 3,271 MWh,[62] while heat consumption reached 3,761 Gcal in 2020. We are employing energy-saving initiatives, for example, we installed automated lighting systems at the Sofyino fulfillment center.

Yandex.Lavka uses a different model, operating via a network of small local warehouses located throughout the cities where it operates. This enables both quick delivery and groceries of the highest quality. Yandex.Lavka's logistical network consisted of 270 dark stores (stores without customers) at the end of 2020.[63]

302-1
TC-IM-130a.1

Electricity Consumption in Fulfillment Centers, MWh

Year	MWh
2020	3,271
2019	665

*Consumption in GJ:
11,775 GJ in 2020,
2,394 GJ in 2019
(the MWh/GJ conversion factor is 3.6)*

Heat Consumption in Fulfillment Centers, Gcal

Year	Gcal
2020	3,761
2019	2,214
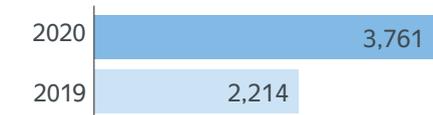
*Consumption in GJ:
15,736 GJ in 2020,
9,264 GJ in 2019
(the Gcal/GJ conversion factor is 4.184)*

A year-on-year increase of electricity and heat consumption is driven by the construction of new centers and the expansion of existing facilities as well as an increase in order volume and trade turnover (by a factor of 2.5 compared to 2019).

[61] Fulfillment centers are warehousing facilities where incoming orders are processed and filled. The fifth fulfillment center in Yekaterinburg has been opened in 2021.

[62] Data for 2018 was not available. Data on electricity consumption for 2019 and 2020 includes the fulfillment centers in Rostov-on-Don, Sofyino (for one center; the second facility was commissioned in 2021), and Tomilino (only for 2020). Data on heat consumption for 2019 and 2020 includes the fulfillment centers in Rostov-on-Don, Sofyino (for one center; the second facility was commissioned in 2021), and Tomilino.

[63] Yandex.Lavka was launched in the second half of 2019. In 2020, the service focused on calibrating certain business processes, particularly dark store management system. This explains the unavailability of energy consumption data for the dark stores at the time of report preparation. The service plans to roll out data collection system in future reporting periods.

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13 Our Climate Agenda

Yandex joins the global community in its pursuit of climate change mitigation. We acknowledge that monitoring our carbon footprint[64] is an important part of this effort. In 2020, we reviewed the TCFD recommendations[65] and plan to account for them when developing climate risk management approaches and exploring new opportunities to decarbonize our business. We measured our direct and indirect GHG emissions (Scope 1 and Scope 2 emissions) for the first time in 2020. We set 2018 as the benchmark year for subsequent monitoring purposes. We used the globally recognized Greenhouse Gas Protocol (GHG Protocol) as the standard for our calculations.[66]

Direct (Scope 1) GHG emissions[67] are emissions from sources that are owned or controlled by an organization. In the case of Yandex, this covers company-owned vehicles (self-driving cars) or cars leased by Yandex.Drive, autonomous electricity and heat generators powered by diesel and natural gas, as well as cooling equipment. Scope 2 GHG emissions[68] include indirect emissions from electricity and heat consumption purchased from third parties, e.g., grid companies.

Scope 1 emissions totaled 94,624 tonnes of CO_2 equivalent in 2020, an 11% increase from the previous year due to increased fuel consumption by carsharing vehicles. Scope 2 emissions increased by 14% to 116,390 tonnes of CO_2 equivalent, driven by higher electricity consumption but offset by a slight decrease in heat consumption. Indirect emissions are higher than direct emissions as the energy we consume is mostly purchased from third parties.

Combined Scope 1 and 2 emissions rose by around 12% compared to 2019 due to the expansion of our business and an increase in the volume of services we provided. Carbon intensity totaled 0.967 tonnes of CO_2 equivalent per RUB 1 mln of consolidated revenue, which is in line with other leading IT companies.[69, 70]

[64] Carbon footprint is the total amount of greenhouse gas (GHG) emissions generated by a specified activity. GHG absorb sunlight and emit infrared radiation in the wavelength range emitted by Earth. Increasing atmospheric concentrations of GHG result in higher global temperatures, which is an effect referred to as global warming.
[65] Task Force on Climate-related Financial Disclosures.
[66] The GHG Protocol establishes comprehensive global standardized frameworks to measure and manage greenhouse gas (GHG) emissions from private and public sector operations, value chains, and mitigation actions. GHG Protocol supplies the world's most widely used greenhouse gas accounting standards. The Corporate Accounting and Reporting Standard provides the accounting platform for virtually every corporate GHG reporting program in the world.

[67] The following GHGs were included in the measurement of Scope 1 emissions: carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), and HFCs (hydrofluorocarbons).
[68] The following gases were included in the measurement of Scope 2 emissions: carbon dioxide (CO_2), methane (CH_4), and nitrous oxide (N_2O).
[69] 71.4 tonnes of CO_2 equivalent per USD 1 mln of revenue, 17.2 tonnes of CO_2 equivalent per employee (annual average number of employees is used as a dominator), and 0.27 tonnes of CO_2 equivalent per 1 MWh of consumed energy. Consumed energy includes fuel consumption (Scope 1), as well as electricity and heat consumption (Scope 2).
[70] Factoring in purchasing power parity and using the location-based method (Scope 2).

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GHG Emissions, tonnes of CO_2 equivalent

305-1
305-2
305-4
TR-RO-110a.2
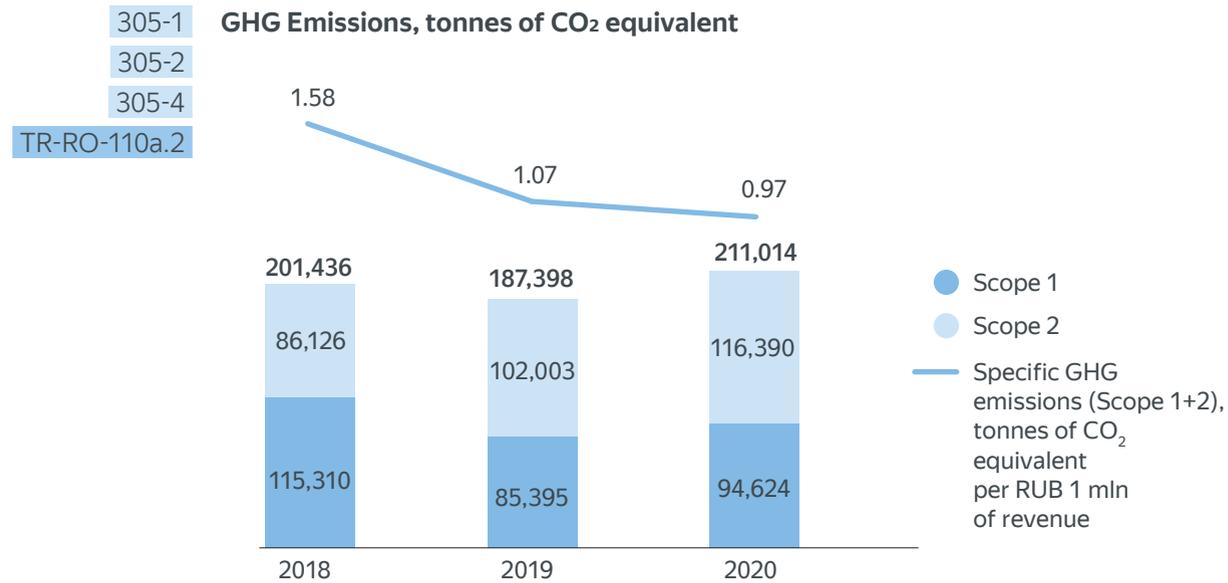
We did not measure GHG emissions generated in the value chain (Scope 3) for this reporting period, e.g., emissions generated by Yandex Go taxi rides. Yandex plans to measure carbon intensity of its ride-hailing service in the future.

Yandex Services and Environmental Responsibility

RideTech Services

In 2019, Yandex.Taxi and Gazprom Gas-Engine Fuel signed a long-term cooperation agreement that gives Yandex.Taxi partners the option of switching to compressed natural gas (CNG) as a fuel, an eco-friendlier alternative to gasoline. As part of the agreement, we engage a network of certified service retrofitters that offer reliable conversion of vehicles for natural gas operations, and offer incentives to partners to convert their cars. This initiative is estimated to help taxi fleet companies cut their fuel costs by a factor of 2.5, and is designed to reduce the environmental impact of car use in metropolitan areas.

by 18.5%

increased the number of partner vehicles running on CNG after 12 months following the launch of the initiative

Yandex.Drive users can rent Nissan Leaf electric vehicles in Moscow. These cars are more eco-friendly, noiseless, and can run for up to 270 km without needing to recharge. Yandex.Drive's fleet now includes several dozen electric vehicles.

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FoodTech Services

Yandex.Eats

Yandex.Eats helps partner restaurants and clients use eco-friendly packaging. Customers can purchase various sized containers and lids made from recycled materials on the Yandex.Eats online store. The service uses polylactide (a compostable polymer) to package liquid food products. Customers are given an option to 'opt out of plastic cutlery' when placing an order.

11
12   ### Yandex.Lavka

103-2   Since its launch in 2020, Yandex.Lavka has been inundated with queries from customers about the environmental impact of the packaging in which orders arrive. This is why Yandex.Lavka hired an environmental consultant to develop a sustainable packaging line and raise awareness of suppliers about eco-friendly packaging.

306-3
CG-EC-410a.2   In its first year since launch, Yandex.Lavka used 16.5 mln units of packaging.[71, 72] Its own branded prepared meals account for the majority of this packaging (69%) followed by its own branded food items (16%). Almost 15% of all packaging used was produced from recycled or secondary materials, and Yandex.Lavka aims to increase the amount of recycled packaging it uses.

Yandex.Lavka mostly generates non-hazardous waste:[73] food, packaging, and production waste. The Smart Order system helps us manage food waste: it predicts demand for goods at each dark store, meaning that the service only orders the amount of goods that customers are likely to order. Yandex.Lavka is increasing its use of returnable boxes for internal logistics and prefers using

306-4   recycled materials wherever possible to reduce packaging waste. We sent 466 tonnes of packaging materials for recycling in 2020. Packaging trays for fruits and vegetables are made from pulp cardboard, a recycled material.[74]

103-3   Yandex.Lavka won the Best Social Projects in Russia 2019–2020 award in the category of Environmental Projects and Initiatives for its green packaging initiatives.

[71] A unit of packaging is a single item used in a transaction.
[72] The calculation included the categories 'own branded labels', 'prepared meals/kitchen', 'prepared meals/own production', and 'vegetables, fruits, and berries'. The calculation did not include Yandex.Lavka goods in the 'prepared meals from vendors' category.

[73] In addition to non-hazardous waste, Yandex.Lavka also generates a small amount of hazardous waste, including light bulbs and rechargeable and non-rechargeable batteries.
[74] Pulp cardboard is a molded paper fiber made from recycled waste paper.

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Yandex.Lavka's Commercial Kitchen

Yandex.Lavka completed a major retrofit of its commercial kitchen in St. Petersburg in the autumn of 2020. The kitchen was previously used to produce recipe kits for the Yandex.Chef service. It is now a cutting-edge facility that produces prepared meals with the latest digital technologies to guarantee that production meets the highest sanitary and sustainability standards.

By retrofitting the entire logistics process within the commercial kitchen and connecting it to the Yandex.Fabrika app (which automatically monitors all stages of production, forecasts potential problems and gives advanced warning about them), we were able to build a truly efficient production cycle: from the processing of raw materials to the packaging of end products. Uninterrupted production, clear sequencing of stages, and reliable product processing technologies reduce excess waste, improper storage of raw materials, spoilage when moving them between shops, and overuse of ingredients.

413-1   Yandex.Lavka puts efforts into finding the safest and most eco-friendly bags in which to deliver orders. The service started using small bags made of recycled paper to separate food from non-food goods, e.g., if laundry detergent and baby food are delivered in the same order. Yandex.Lavka also launched an information portal where users can find out about what recycling labels mean and where they can drop off packing for recycling.

306-2   The service also conducts benchmarking and studies to evaluate eco-friendliness of different types of packaging. For one such study, Yandex.Lavka teamed up with EcoTechnologies to compare the lifecycles of paper and polyethylene bags. A number of inputs and outputs throughout the lifecycle were taken into consideration: from the resources needed for production to the assumed recycling options. The results revealed that producing a paper bag required 17 times more water, five times as much energy, and almost twice as much fossil fuel as compared to a polyethylene bag, and also could involve deforestation. This is why Yandex.Lavka opted for plastic bags that can be recycled or reused. The service prints a reminder on each bag so its customers remember to recycle it.

Based on this analysis, Yandex.Lavka developed recommendations on using sustainable packaging for suppliers of fruits, vegetables, and prepared meals, as well as for its commercial kitchen in St. Petersburg and own branded goods. The recommendations incorporated inputs from suppliers, who shared information about the specifics of their production processes.

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306-2 Yandex.Lavka initiated another study in late 2020 (this time in collaboration with Prostoe Delo) to assess the lifecycle of bags.[75] The research relied on various ISO standards (e.g. ISO 14040) and focused on three types of bags: single-use HDPE (high-density polyethylene) bags, LDPE (low-density polyethylene) bags and paper bags made from raw pulp, with the latter two being the most common alternatives to HDPE.[76]

103-3 The assessment is being finalized at the time of the report's release, though some findings have already provided important insights for decision-making. For example, the analysis showed that HDPE bags (the type used by Yandex.Lavka as of now) are lighter than paper bags, reducing their environmental footprint during transportation. HDPE bags are also more durable and have better protective properties (e.g., water resistance), meaning that goods are less likely to get moisture-related or other types of damages when being delivered. Also, HDPE bags need to be replaced less frequently, and fewer of them are needed to pack heavy orders as one unit can bear more weight. Plastic bags are more difficult to recycle in Russia than paper bags, although new opportunities are emerging on the market. There are now several waste management operators that collect and transport plastic bags for recycling in the cities where Yandex.Lavka operates.

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[75] The analysis did not consider the option of bags being reused as garbage bags.

[76] Paper bags made of recycled cellulose were intentionally excluded from the analysis as their use was deemed impractical. According to Russian regulatory requirements (GOST 33772-2016 Paper and Composite Material Bags. General Specifications), food products must not come into contact with recycled paper material. The solution is to use 'liners'; however, this complicates the production process, increases the number of materials used, and makes such bags nonreusable and nonrecyclable.

CG-EC-410a.2

Eco-Friendly Delivery

Yandex started phasing out the use of motor vehicles for courier deliveries in April 2020 in favor of environmentally friendly bicycles. Yandex.Lavka has already made the switch to exclusively using bike couriers: all its couriers that are not on foot now use bikes, a total of 4,500 bike couriers. At Yandex. Eats, bike couriers account for 42% partner couriers on average. The cities with the highest percentage of Yandex.Eats bike couriers are Moscow (71%), St. Petersburg (66%), Kaliningrad (64%), Almaty (41%), Rostov-on-Don (40%), Krasnodar, Sochi, and Tula (38%), with the remainder mainly made up of foot couriers. The percentage of auto couriers is immaterial.

Safe and convenient cycling requires improved infrastructure. This is why we are in talks with regulators on how to best create and develop bicycle-friendly infrastructure in our cities of presence, including through building cycle lanes and placing convenient road markings.

More information about how Yandex trains bike couriers on traffic rules can be found in the About Service Partners chapter.

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Yandex.Market

Yandex.Market is a fast-growing consumer goods delivery business which uses substantial amounts of packaging. Its consumption exceeded 6,350 tonnes in 2020. Despite an increase in the number of orders and deliveries, Yandex.Market managed to maintain a high percentage of packaging made of recycled or reused materials (**almost 92%** in 2020).[77] The service has Packaging Rules, whereby the seller is responsible for the quality of order packaging, and is advised to use cardboard boxes, stretch film, paper bags, and adhesive tape as packaging materials.

`11` `12` `306-2`

Total Amount of Packaging Used at Yandex.Market, tonnes

Year	Packaging from primary materials	Packaging from recycled and reused materials
2020	512	5,846
2019	275	2,601
2018	16	505

● Packaging from primary materials
○ Packaging from recycled and reused materials

`306-3` `306-4`

Cardboard is the most frequently used material for packaging (84% of total consumption). The service also uses paper (7%), paper bags (3%), stretch film (3%), adhesive tape, pellets, and labels (1% each).[78] Cardboard and film are sent for recycling, and returnable containers are used to move goods between storage facilities. The service is reviewing an option to use these containers to deliver goods to customers. Yandex.Market generated 2,290 tonnes of waste in 2019–2020, of which 67% was recycled or reused.

`306-2`

If goods are not in perfect condition but still suitable for use,[79] stores can advertise them in the discount section on the marketplace, where such goods can find a new owner and therefore avoid the disposal. Yandex.Market's quality department always checks reasons behind the discounted pricing to ensure that potential buyers are provided with reliable information about defects. Yandex.Market does not dispose of damaged goods, but sells them to partner companies that either repair or resell them.[80]

Yandex.Market introduced special badges to label eco-friendly goods in 2020 so that customers can easily find products with eco-certifications, higher energy efficiency, or natural ingredients. For that, the service partnered with experts from FSC Russia and the Ecological Union, who assisted with labeling 16,000 goods.

`CG-EC-410a.2`

Delivery route optimization is becoming an increasingly important priority for Yandex.Market orders. Fast-growing share of deliveries that are directly managed by the service (63% of deliveries as of April 2021 versus 38% of deliveries as of January 2021) use Yandex.Routing technology, a logistics automation platform. The platform plans routes to optimize time on the road and distance traveled, thereby reducing the climate impact of deliveries. Yandex.Market is also working to reduce the number of transport operations it carries out, help couriers hired by sellers find optimal delivery routes, and develop a network of order pickup points.

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[77] All cardboard items, rolled paper, bags, and pellets used by Yandex.Market are made from recycled materials or are reused.
[78] Security seals, polyethylene and polypropylene bags, and bubble wrap account for less than 1% of the packaging used by the service.

[79] These include new items discounted due to faults or used goods.
[80] Both recycling projects do not include food products, household chemicals, or sanitary products.

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Geolocation Services

Optimizing the way people move around the city (and outside the city as well) is critical for reducing the carbon footprint of urban infrastructure. Yandex Geolocation Services enable users to quickly and easily build optimal routes considering a wide range of factors: from traffic jams and changes to public transport schedules, to the location of electric car charging stations. Yandex. Maps tells users about traffic jams or if there are no parking spaces at their destination, and offers alternative options such as public transit or cycling to encourage users to think twice about driving if their destination is accessible by other means of transportation.

11
12 To boost user engagement in environmental stewardship, Yandex.Maps got involved in PepsiCo's Recycle It Right initiative in 2020, which aims to encourage consumers to sort their waste. To help people do this, PepsiCo placed special QR-codes on its bottle labels, which users could scan to download an interactive map of separate waste collection points, which are displayed and can be looked up manually (by typing in "separate waste collection") in Yandex.Maps.

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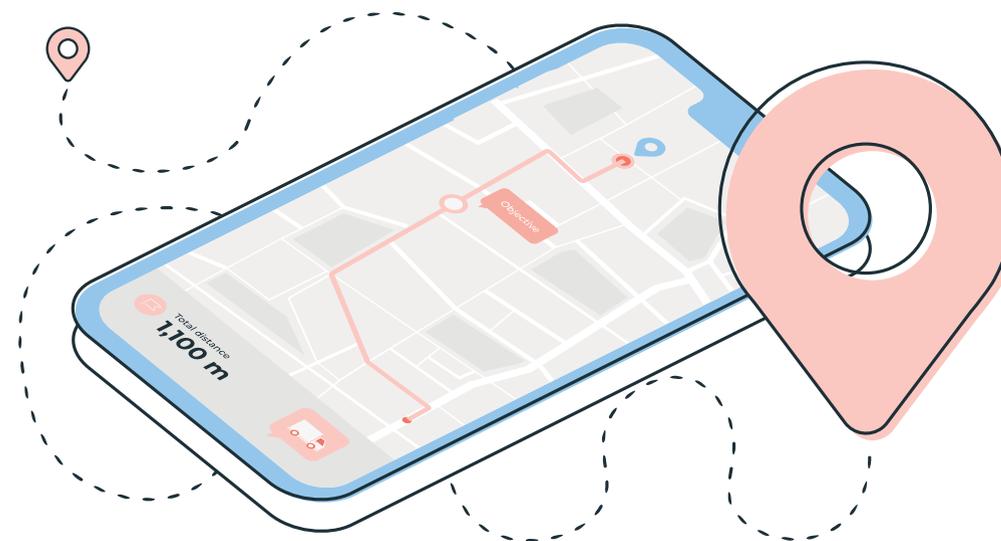
Sustainable Packaging and Waste Management: Snapshot

Our objectives:

To find packaging solutions that meet the needs of our FoodTech and e-commerce services while being as sustainable as possible.

To prevent waste from Yandex offices and data centers ending up in landfill wherever possible.

To educate users about sustainable lifestyles and recycling.

The Yandex.Lavka and Yandex.Market teams are responsible for these objectives, supported by the Operations and Construction Department (for infrastructure waste management). The Board provides top-level oversight of how this agenda is implemented.

The responsible teams regularly monitor the amount of waste generated by disposal method, the amount of packaging by material used, user feedback, and other relevant metrics.

## Carbon Footprint: Snapshot

Our objectives:

To regularly measure the GHG emissions generated by Yandex infrastructure.

To implement energy-efficient solutions and energy-saving technologies.

To calculate the carbon footprint of individual services.

The Operations and Construction Department (including the Data Center Operations Division), teams from individual services (Yandex.Taxi, Yandex.Drive, etc.) and the Yandex Self-Driving Group have been tasked with achieving these objectives. The Board provides top-level oversight of how this agenda is implemented.

The responsible teams regularly monitor energy consumption, the energy-efficiency of equipment and infrastructure, empty mileage, the fuel consumption of Yandex-owned cars, and other relevant metrics.
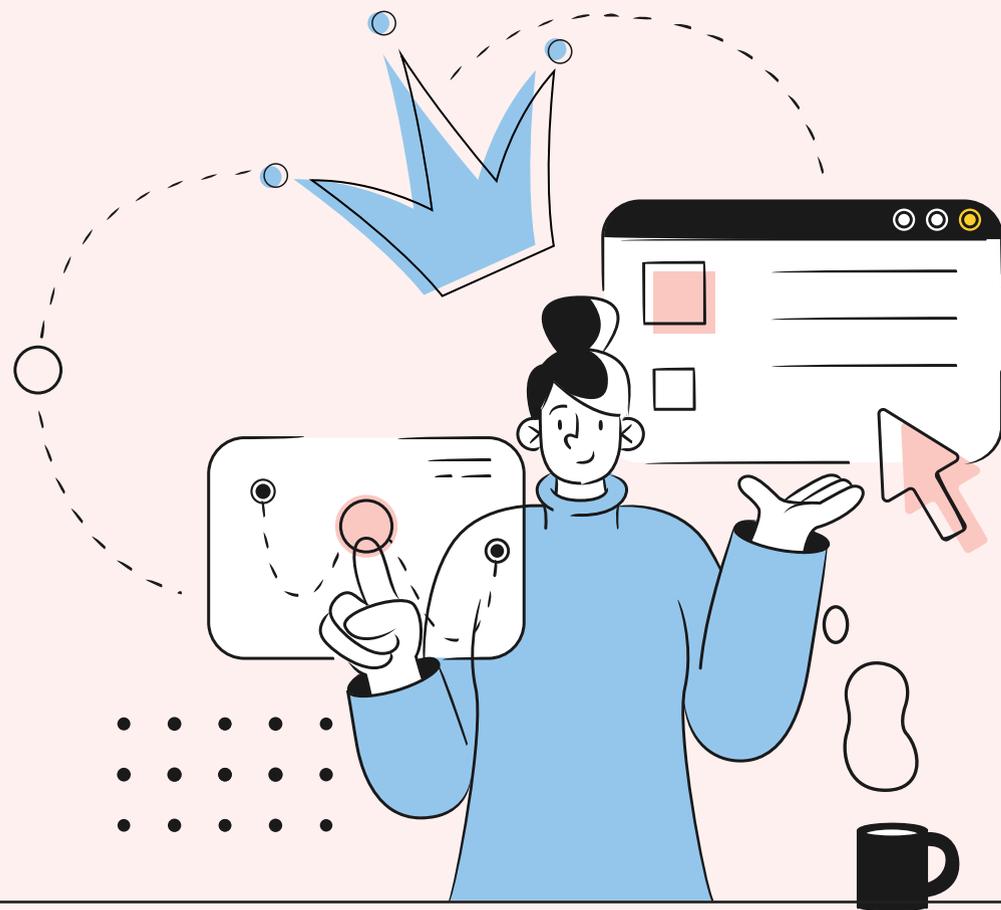
About Users

Simplicity and Accessibility
Communication and the User Experience
Security and Comfort

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Simplicity and Accessibility | Communication and the User Experience | Security and Comfort

Yandex for Users

This means that we design all of our services with the user's needs and interests in mind to make their lives easier, safer, and better.

96 mln monthly
Yandex.Search users
as of March 2021

over 45 mln Alice Voice
Assistant monthly users
as of the end of February 2021

6 mln daily
Yandex.Market users

50 mln active monthly
Yandex.Maps users

20.5 mln daily
Yandex Zen users
as of March 2021

3.2 mln daily
Yandex media services users
as of March 2021

Simplicity and Accessibility

103-2 At Yandex, we develop services that not only help people in their daily life, but that change life as we know it.

Today, our search engine, which was the product we started our business with back in the 90s, is the most popular engine in Russia and among the most popular ones that a broader Russian-speaking community uses to find information online. Three quarters of our users are able to find what they are looking for in less than a second thanks to instant responses and our smart search bar, navigation prompts, and other search features.

11 Almost three decades from its foundation, Yandex is way more than just a search engine. Our Yandex Go 'super app' for on-demand transportation and delivery services enables users to commute cheaply by Yandex.Taxi or Yandex.Drive car sharing, easily check public transit timetables, order a shipment of a parcel or goods across town, request food delivery from a favorite restaurant through Yandex.Eats, or get groceries delivered straight to their door with Yandex.Lavka.

Yandex.Market, which combines a price comparison platform with a marketplace, has made it easy to jump online and purchase goods at the best price, providing comfortable and safe environment to make an informed choice.

11 Yandex's geolocation services assist with getting the fastest directions to almost anywhere. Yandex.Maps finds your destination and shows

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Simplicity and Accessibility   Communication and the User Experience   Security and Comfort

the real-time location of public transport in over 100 cities across Russia, making travel time estimations and route planning fast and simple.

While getting to their final destination, users can refuel their cars through Yandex.Fuel in around two minutes without even having to leave their vehicles. The service is available both in the Yandex.Maps and Yandex.Navigator apps and as a standalone app. It's especially useful for those traveling with small children: parents no longer have to go through the hassle of taking their child out of the car to pay at the checkout. The service garnered significant demand during the pandemic since it let users reduce contact with other people. More than 3.5 million orders are processed through Yandex.Fuel every month.

With Yandex, almost everything is at hand, including global culture and expert opinions. Users can watch movies and TV shows on KinoPoisk, a Yandex streaming service, listen to music and podcasts on Yandex Music, read articles and customized recommendations on Yandex Zen, find expert answers on Yandex.Q, and much more.

Users can also sign up for a Yandex.Plus subscription and enjoy a range of privileges across the Yandex ecosystem as well as earn cashback points and spend them on other Yandex services. Yandex.Plus was launched in May 2018 in Russia and is now available in Kazakhstan, Belarus, Uzbekistan, Israel and some other countries.

Cashback points accumulate without users even noticing and offer significant savings on products and services, making them yet more accessible and helping subscribers get even more out of the Yandex ecosystem. These can be earned on one service (e.g. by paying for taxi rides with Yandex Go) and spent on another, for example, to shop on Yandex.Market. Once credited, points remain active for three years as long as the account is used at least once a year. Subscriber-only

sales, discounts and events are an additional perk. As at the end of March 2021, Yandex.Plus had 9 million subscribers. Yandex is planning to expand the ways users can earn and spend cashback points across its services.

To make Yandex services more accessible to users with special needs, we are working to improve service accessibility for visually impaired users and helping people with reduced mobility get around the city.

Please refer to the Improving the Accessibility of Our Services section for more information about how Yandex is adapting its services for all users, as well as hearing-impaired drivers and couriers.

Communication and the User Experience

103-2
103-3

We are continuously improving our services to make sure they always create positive user experiences. We communicate with our users in plain language and take great care to ensure that what we say is honest and considerate.

User Feedback

We care about how our users feel about our services, and appreciate their honest feedback. Our service teams regularly analyze user suggestions and comments and take them into consideration. The Taxi business unit, which operates such services as Yandex.Taxi, Yandex.Drive, Yandex.Eats, and Yandex.Lavka, surveys riders as well as partner drivers every month, collecting their opinions on various topics.

Read more about analyzing partner feedback in the Working with Our Service Partners chapter.

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Yandex.Taxi users are invited to assess value for money, the user-friendliness of the app, and how comfortable and safe they feel as passengers. Yandex.Lavka users may, for instance, share whether they like the service's own branded products.

Yandex.Market has a special department dedicated to improving the customer experience, which focuses on providing customer support and analyzing their preferences and wishes. The team looks into potential flaws in the service's customer journey on a monthly basis and promptly acts to correct them. Specific issues, such as delivery quality, are discussed more frequently. The service also collects user satisfaction metrics to help us understand what exactly needs to be improved. These metrics include delivery performance, NPS,[81] and the percentage of issues resolved during initial contact with customer support. Improving or maintaining high-performance across these indicators is among the KPIs of the team.

Security and Comfort

403-7
416-1
Our services are used by millions of people, which is why security is a core priority for us.

Data Privacy

Yandex processes personal data using secure algorithms without any manual intervention. This reduces the risk of compromising the security of the data transmission. Unless otherwise prescribed by Russian law or our Privacy Policy, no one is permitted access to users' personal data. Authentication information (e.g., passwords) in storage is encrypted.

All Yandex services use our unified authentication service, Yandex ID, whenever they need user information. This approach minimizes the risk of user data leakage. Moreover, Yandex.Passport users can decide for themselves what data Yandex can access.

Please refer to the Information Security and Data Privacy section for more information about how Yandex handles personal data.

Content Security

Many Yandex services provide access to third-party content. This is why protecting users from unreliable or unwanted information is one of our top priorities. We have developed and embedded special technologies precisely for this purpose.

Security algorithms in Yandex.Search check all sites and documents and warn users about any possible dangers. Yandex Browser blocks malicious files downloaded to users' computers before they can do any harm. Yandex Browser also warns users about subscriptions to paid services, helping them avoid unexpected charges.

Special algorithms prevent cyberbullying and block inappropriate speech and spam on services with chat functions. We also carefully monitor the quality and reliability of content posted on Yandex Zen and moderate ads placed on our platforms and partner sites.

[81] The Net Promoter Score (NPS) is an index used to assess how likely customers are to recommend a product or service to others.

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Family mode in Yandex.Search reassures parents that their children are safe on the internet. Adult content will not show up in any search results: even if a search query explicitly requests it, users in Family mode will not see any mention of it. Websites containing obscene language are also excluded from the search results. Parental controls can also be turned on for KinoPoisk HD, our online streaming service, where an algorithm generates a selection of movies, TV shows and cartoons suitable for the child's age and interests. Parents can also set screen time limits for their children.

Please refer to the Ensuring Quality Content section for more information about how Yandex monitors content and ad quality.
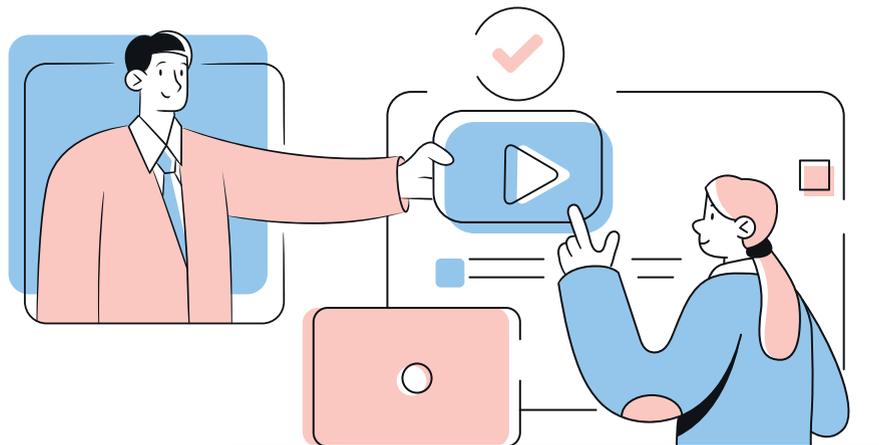
Safety of Taxi Rides

In addition to helping users find directions and reduce time spent on the road, **Yandex.Maps** and **Yandex.Navigator** also encourage vigilance behind the wheel. These services warn users if they are speeding and alert them about upcoming speed cameras. Across Russia, these apps notify drivers when they are approaching schools so they know to be particularly careful in these areas.

3   **Yandex.Taxi** prioritizes safety of users and partner drivers and constantly develops new technologies to prevent incidents during taxi rides.

Driver Checks and Training

Yandex.Taxi ride requests are handled by drivers from partner taxi fleet companies or drivers who have directly partnered with the service as self-employed or individual entrepreneurs. Yandex performs comprehensive due diligence whenever it concludes a cooperation agreement with a taxi fleet company, as well as direct partners also undergo security checks.

Drivers need to regularly confirm their compliance with Yandex standards to retain access to the service platform. This is done through photo checks of cars and documents, mobile checks at vehicle inspection points, and mystery rides (for some higher fare classes).[82] Each driver has a personal performance indicator based on the 150 most recent user ratings. If a driver's rating falls below 4.5 out of five, their access to the service is restricted.

[82] Comfort+, Children and Ultima fare categories.

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All drivers must verify their identity through additional selfie-based identification, which compares a photo against the driver's license. The time for performing a verification is determined by an algorithm and will only occur when the driver is not busy with orders. This assures users that they will be picked up by the person specified in the order details.

Drivers need to complete mandatory training before they can take orders for Comfort, Comfort+, Kids, and other fare classes. The basic training involves a course on the standards of the respective fare class and a knowledge test, while an additional training is required for the Kids[83] fare class. Drivers willing to be approved for the class must complete a special course that teaches them how to properly install and adjust a child seat, communicate with parents, and manage rides with patience.

On-Trip

Yandex strives to ensure that riders feel safe while traveling.

Yandex.Taxi uses technology that monitors the speed as well as driving habits of drivers, enabling the service to detect speeding and dangerous maneuvers (e.g., hard braking). If our systems records regular violations, the driver receives a warning and will eventually be blocked from the service in the event of repeat disrespect of road rules. We send daily reports on the drivers who most often disregard road etiquette to their respective taxi companies.

The phone number anonymization feature ensures personal data privacy: the Yandex Go app hides the user's actual phone number from the driver and the driver's number from the rider. The 'Share route' button allows a rider's family and friends to monitor the taxi's movement in real time. Riders can also contact their families or make an emergency call through the app.

[83] Only drivers with more than three years of driving experience and the highest ratings are permitted to take the Children fare category training and fulfill these ride requests.

Incident Response

By tracking vehicle telemetric data, the service is notified when a car stops abruptly and does not start moving. This indicates that an accident may have occurred. In such cases, customer support will check with the user (and the driver) to find out what happened. Riders can also contact customer support directly through the app in the event of an accident or another incident.

During rides, the lives and health of drivers and passengers are insured for up to RUB 2,000,000. The insurance is free-of-charge and coverage starts as soon as the driver taps the 'En route' button and lasts until the ride is complete. Insurance payments are made in accordance with the approved insurance policy in the event of an accident. To facilitate communication with insurance companies, the service interacts with insurers itself, which is what Yandex refers to as the 'concierge' function. In the event of an insurance claim, a customer support employee will walk a user through all the key steps and then follow up to to check on whether a payout is arranged.

Yandex also insures parcels and goods sent using the Delivery, Courier, and Cargo fare classes. They are insured for up to RUB 500,000 to be paid in accordance with the approved policy if cargo is damaged or lost.[84] Insurance is free-of-charge and starts as soon as the driver or courier arrives at the pick-up point and ends when the package or cargo has been delivered to the user.

For more information on Yandex.Taxi's safety measures, refer to its website (RUS). For more information about how Yandex ensures the safety of drivers and couriers, refer to the About Service Partners chapter.

[84] Artworks, glass, and porcelain items without special packaging, and a number of other cargo categories are not covered. The insurance rules can be found here (RUS).

Yandex.Drive Carsharing Safety

To make Yandex.Drive rides as safe as possible, we have equipped every car with hundreds of sensors that automatically take readings from the speedometer, brakes, monitor other car performance characteristics, and transmit data to a central server. The driver will receive a warning if the algorithm detects sudden acceleration or braking. If a user regularly violates traffic rules or fails to respond to warnings, Yandex.Drive will restrict their access to car rental, and if the behavior still does not change, it blocks them from the service entirely. Generally, access is restricted after three warnings, though one severe violation can lead to an instant block.

Yandex.Drive has started testing a new penalty system for road rule violators in spring 2021, which automatically increases service fares for users who fail to respond to warnings. The system also restricts access to the service for a number of days commensurate with a number of warnings received if the user keeps driving unsafely, and can block access indefinitely as a penalty for no corrective actions taken.

Yandex.Drive is constantly updating its vehicle fleet and adding new cars. Fleet monitoring is automated: when sensors show that there is a problem with a vehicle, the system immediately notifies the Yandex.Drive team and locks the vehicle in the system as unavailable for rent. Users with children can rent cars equipped with special child safety seats. These seats are available in hundreds of vehicles.

More information about Yandex.Drive's safety measures can be found on its website (RUS).

Food Safety and Healthy Diet

Yandex.Lavka, a grocery delivery service, rigorously monitors the safety and quality of the products it delivers to users. All suppliers are carefully selected and regularly monitored. Yandex.Lavka also conducts on-site audits at both new and existing suppliers' production facilities.

Yandex.Lavka's new commercial kitchen in St. Petersburg, which produces ready-to-eat food, has been built to meet strict sanitary standards: an automatic system sanitizes hands and shoes with an antibacterial solution, and all employees must be examined by a doctor before every shift to measure their body temperature and blood oxygen levels. The plant has resin flooring with a special rubber layer to prevent microbes and mold. In addition to ultraviolet lamps, the facility has a special air filtration system. Two powerful magnets have been installed inside a small metal container to break down any biomaterial and any residue is removed by a filter.

Yandex.Lavka cares about health benefits of products it sells for users. The service has a special Healthy and Delicious category that offers products without any sugar, lactose, gluten, and caffeine, as well as vegetarian, vegan, and sport nutrition options. The official description of all products, including prepared meals, clearly displays their weight, ingredients, manufacturer, nutritional information (protein, fat, carbs, and calories), expiration date, and recommended storage conditions. This helps users make the best choice based on their preferences and dietary requirements.
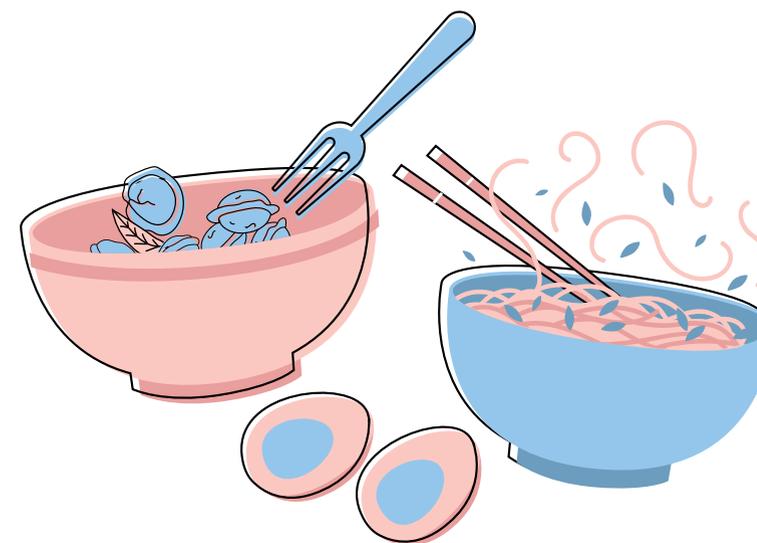
Yandex.Eats aims to assist users with ordering food from reliable restaurants. Before adding a restaurant to the platform, Yandex.Eats checks its rating along with guest reviews on Yandex.Maps. To be approved as a partner in Moscow or St. Petersburg, the restaurant will have to have a rating over 4, and over 3.8 in other regions of Russia. The rating of all connected restaurants is continuously monitored to detect any downgrades, in the event of which a partner may receive a warning or be disconnected from the platform. New restaurants that either have not been rated yet or have limited reviews are exempt from the minimum rating requirement, though are closely monitored by Yandex.Eats upon their connection to the platform with respect to first guest reviews. Yandex.Eats has introduced editorial recommendations and the option of adding user reviews to help users choose restaurants with the highest rated food.

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Safe Delivery

Every courier that completes orders via Yandex services must undergo an identity check and receive medical cards. All Yandex.Eats couriers need to complete selfie-based identity verification at the start of each shift and the unique number on their bags can be used to identify them. For security purposes, customers' phone numbers are anonymized in the Yandex.Pro service (where couriers receive orders).

Since the outbreak of the pandemic, every courier has been required to undergo a pre-shift medical check-up, including temperature check. Yandex. Eats and Yandex.Lavka introduced a new standard for non-contact delivery: starting in March 2020, orders were no longer to be handed over in person, but instead left at the client's door. The courier stood back at a safe social distance to ensure that the customers received their order.

Safe Purchases

Yandex rigorously checks all websites where users can purchase goods on. **Yandex.Market** validates that the sellers connected to the marketplace have all the documents and certificates required by law, and may request additional documentation from manufacturers. It also monitors pricing: although sellers have ultimate authority over the products they sell on the marketplace and at what price, Yandex.Market reserves the right to temporarily withdraw from sale any product priced 20% above the market median. Withdrawn goods will be returned to the marketplace as soon as the seller reduces the price. Yandex.Market also checks all stores that advertise their products on its price comparison platform by placing an order on the store's website itself. Robots test order response times, while

specialists from quality control service check the accuracy of prices, delivery terms, and other data provided by stores to Yandex.Market.

All listings posted on Yandex.Realty and Auto.ru are moderated. **Yandex.Realty** displays information from the Unified State Register of Immovable Property on all listings, showing the cadastral value of the apartment or house being sold and a list of all the current and previous owners with the respective ownership dates. **Auto.ru** provides a vehicle history report for all used cars, giving users a clear picture of everything that has happened to the car they are interested in since it first rolled off the production line. In 2017, the service started checking VINs (Vehicle Identification Number), and introduced license plate number verification in 2018. Sellers must enter these numbers when registering an ad on the website. Yandex then runs a check, requesting information about the technical characteristics of the car, potential liens, history of accidents, and other significant data from the relevant authorities. Once an ad has been verified, it is marked with a special symbol, which informs users that the technical characteristics of the vehicle are as stated and that no contradictions have been found in the car's ownership history. This verification process significantly reduces the risk of buyers coming into contact with dishonest car dealers and improves the quality of vehicle checks by sellers before listing.

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Safe Devices

Yandex devices, including Yandex.Station and smart home devices (sockets, remotes, and light bulbs), meet all statutory safety requirements.[85] Safety requirements apply to both the technical characteristics of the device (e.g., so that there is no risk of electric shock if used correctly) and the materials from which devices are made (to ensure that they are not toxic). Our devices are produced by leading international manufacturers that hold all necessary certifications and meet Yandex standards.

Yandex.Station contributes to reducing screen time via its voice-activated commands. These gadgets are becoming increasingly popular as they combine an improved user experience with accessible and intuitive functionality. Yandex has sold 1.3 million[86] smart speakers since the product first launched. Yandex. Station and Yandex.Station Mini were the most popular devices among users in the reporting period, followed by the newly-released Yandex.Station Max and other Alice voice assistant-enabled smart speakers produced by partners.

Autonomous Tech Safety

Self-driving technology is seen as the future of urban infrastructure. We are making rapid progress in this area and are already testing our own driverless vehicles wherever we hold the appropriate permits to do so. Yandex.Rover, autonomous courier robots, are already out delivering groceries from Yandex. Eats and Yandex.Lavka in several Moscow districts, as well as parcel delivery in the Skolkovo Innovation Center. We continue to test self-driving vehicles in Skolkovo, Innopolis, Tel Aviv (Israel), and (starting in 2020) Ann Arbor, Michigan (USA).

Yandex self-driving vehicles obey traffic rules, detect and avoid obstacles, give pedestrians right of way, and, if necessary, can perform an emergency stop. All vehicle testing processes are designed in strict compliance with applicable laws. The provisions of OHSAS 18001:2007, ISO 45001:2018, ISO 26262, ISO 21448, and other standards are also taken into account when identifying and assessing risks.[87]

[87] Yandex Self-Driving Technologies incorporate the provisions of OHSAS 18001:2007 Occupational health and safety management systems, ISO 45001:2018 Occupational health and safety, ISO 26262 Road vehicles — Functional safety, ISO 21448 Road Vehicles — Safety of the Intended Functionality, as well as a number of other standards and risk management methodologies.

[85] A list of certificates can be found here (RUS) and here (RUS).
[86] As at March 2021.

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3 **COVID**

Supporting Users During the Pandemic

Yandex tried to make life under lockdown at least little easier for its users during the pandemic.

A dedicated landing page displaying the latest coronavirus updates was added to the Yandex homepage, which included cases overview by region, news, useful links, recommendations from the World Health Organization, the Russian Ministry of Health, and the Russian Federal Service for Surveillance on Consumer Rights (Rospotrebnadzor), and guidelines from regional crisis centers.

In March 2020, Yandex developed an algorithm to calculate the Self-Isolation Index of Russians,[88] showing the extent to which people in each region were complying with lockdown measures. To calculate the Index, we compared the level of urban activity on any given day with that on a typical day before the pandemic. The Index was built using open, anonymized data obtained from Yandex services. The results of this project garnered international recognition: the Russian Federation presented the Index to UNCTAD,[89] and the Index itself won an international award at the Eurobest festival.

Yandex has also introduced the Helping Hand initiative to provide free taxi rides for high-risk groups (doctors, medical professionals, social workers, and blood donors), and food & essentials delivery to the elderly and some other vulnerable groups.

Please refer to the Helping Hand section for more information about how Yandex supported doctors and non-profit organizations.

4 To keep education uninterrupted, Yandex launched the free Yandex.School service for schoolchildren developed in collaboration with the Moscow Center for Pedagogical Excellence. School students from grades 5-11 (middle to high school) could join live-streaming classes covering 17 subjects, while high school students could take tailored courses to prepare for the Unified State Exam and the Basic State Exam (aptitude exams that resemble the SAT).

Our delivery and e-commerce services responded with operational adjustments, responsible pricing and giveaways. Yandex.Lavka waived all delivery fees and expanded its service area in Moscow and St. Petersburg. The Yandex.Market team monitored prices, preventing opportunists from speculating on deficit goods: the service hid a store's offering if it detected excessive mark-ups. The KinoPoisk HD streaming service gave away a temporary free subscription.
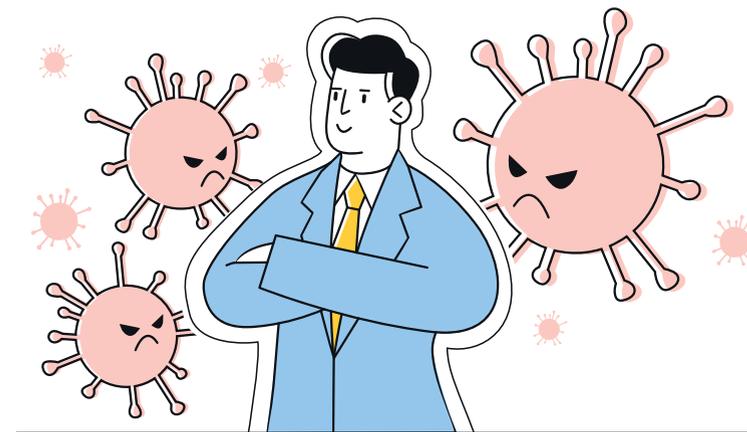
[88] Today's Index can be found on the website (RUS).
[89] The United Nations Conference on Trade and Development (UNCTAD) is a UN General Assembly body responsible for promoting international trade and equal mutually beneficial cooperation between countries.

About Service Partners
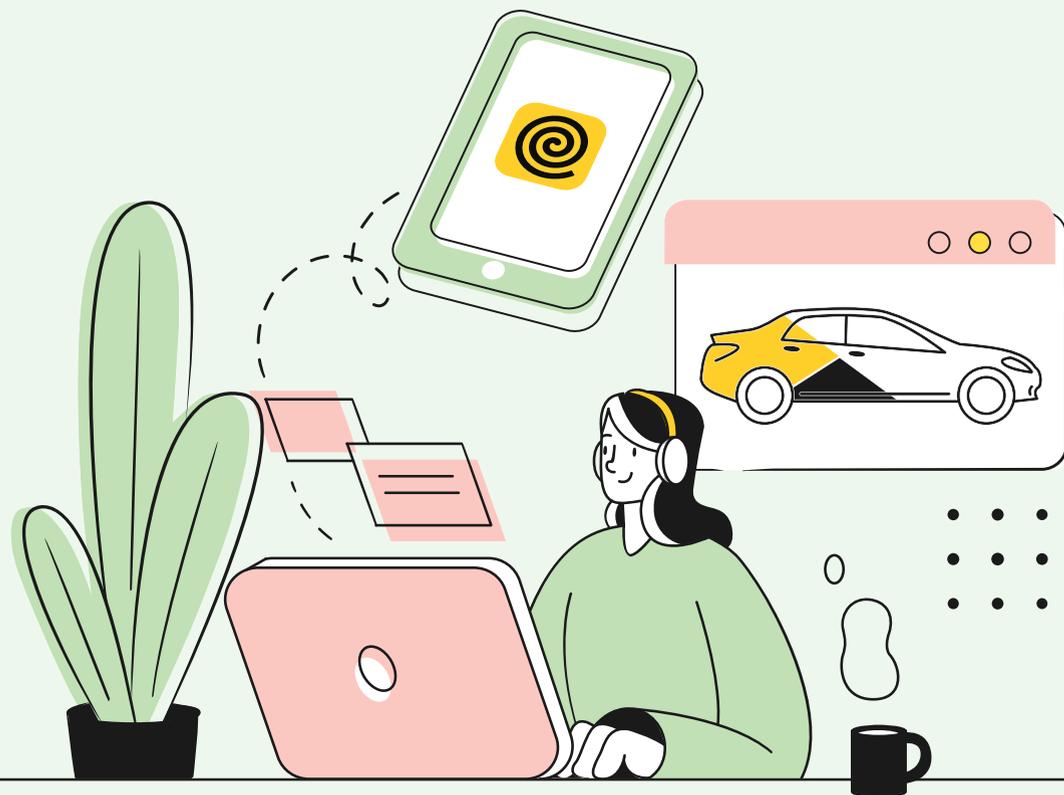
Yandex Service Partners
Social Support for Partners
Partner Well-Being and Safety
Yandex for Business

Yandex Service Partners

103-2 Yandex services give thousands of people[90] the opportunity to earn money while empowering them to choose when and how they work.

People

- Taxi drivers and couriers receive ride requests via the Yandex.Pro platform
- Couriers deliver orders from Yandex.Eats, Yandex.Lavka, and Yandex.Delivery, and order pickers prepare orders for delivery[91]
- Assessors[92] and tolokers[93] analyze, assess, and moderate content
- Content creators engage with their audience via Yandex Zen
- Contractors and freelancers find clients via Yandex.Uslugi

Business

- Advertising agencies and other advertising partners place ads via Yandex.Direct, on other Yandex platforms and via YAN
- Fleet management companies find new clients by joining Yandex.Taxi
- Merchants gain new customers and increase their turnover by joining Yandex.Market
- Restaurants, grocery stores, and markets receive online orders via Yandex.Eats
- Vendors (including small local producers) and restaurants sell their products via Yandex.Lavka, diversifying their sales channels

over **700** thsd active driver-partners across all countries where Yandex.Taxi is active

300 thsd couriers have partnered with Yandex.Eats and Yandex.Lavka since these services launched

over **1.8** thsd external assessors work with Yandex

170 thsd monthly active tolokers on Yandex.Toloka

45 thsd active bloggers create content on Yandex Zen

over **100** thsd specialists use Yandex.Uslugi to sell their services

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[90] Yandex partners (drivers, couriers, external assessors, tolokers, etc.) are specialists who are not Yandex employees, but provide services using Yandex services.

[91] Order pickers prepare orders placed on Yandex.Eats.

[92] Assessors evaluate search quality and 'teach' the search engine, moderate content, collect and process data, and help create automated data collection processes. Yandex has two categories of assessors. The first group includes members of the support team who are employed by Yandex. External assessors work for partner companies that assist Yandex on some projects.

[93] Tolokers are specialists engaged by the Yandex.Toloka service. They usually perform tasks related to the review and assessment of content.

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Yandex Service Partners   Social Support for Partners   Partner Well-Being and Safety   Yandex for Business

Our partnership system is extensive and comprises both familiar professions (such as drivers and couriers) and new types of jobs (e.g., order pickers and tolokers). Tolokers get their name from the Yandex.Toloka service.

Who Are Tolokers?

Tolokers are specialists who work in Yandex.Toloka, a service that enables people to earn money online by completing tasks that cannot be performed by computers. For example, tolokers assess whether search results match the search query, moderate content, evaluate the performance of online stores, and perform a vast array of other tasks. Tasks are created by Yandex as well as by other companies and organizations.

Today, market demand for Yandex.Toloka is very strong. Each month, an average of 170 thousands of tolokers partner with the service, compared with the monthly average of 130 thousands of active tolokers in 2019. In 2020, about 30% of payments to tolokers came from third-party customers outside Yandex (compared to 7% in 2019). Yandex.Toloka is also expanding into foreign markets, connecting customers and contractors all over the world. In 2020, there was an average of 17 thousands of monthly active foreign-based tolokers[94] at Yandex.Toloka, who make up 10% of the averaged monthly active partners. Yandex.Toloka's top four foreign markets are Turkey, India, Vietnam, and Argentina.[95]

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[94] Figure covers tolokers from countries other than Russia, Belarus, Kazakhstan, Uzbekistan, and Ukraine.

[95] Based on payments made to tolokers.

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1 **3** **8**

Social Support for Partners

203-2   Apart from providing accessible earning opportunities, Yandex cares about the well-being of its partners.

Loyalty Program for Drivers and Couriers

We have a loyalty program for Yandex drivers and couriers that offers them a range of discounts and bonuses. The program has four levels, each unlocking access to new perks: drivers can take advantage of discounts on fuel and car maintenance from Yandex partners, get priority when receiving orders, and more. Drivers progress to the next level if they regularly complete rides and have a high rating. The program is already up and running in multiple cities across Russia,[96] and the list of cities is constantly expanding.

To increase their income, drivers can take additional training courses and start completing rides for higher fare classes.[97] Training involves the course itself and a test. Additional testing is required for some fare categories. Following the outbreak of the pandemic, all training sessions previously held at driver centers were moved online. This meant that drivers were still able to raise their fare class in spite of the difficult situation.

COVID

More information about how driver training helps to ensure high-quality taxi services for customers can be found in the About Users chapter.

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[96] The full list of cities where the loyalty program has been implemented is available here (RUS).

[97] Higher fare categories include the Comfort, Comfort+, Children, Courier, Delivery, and Ultima classes (Business, Premier, Élite, Cruise, Driver).

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Couriers who work with Yandex.Eats and Yandex.Lavka can get up to 50-90% off on meals. Couriers can also buy goods sold by these services at a discount. Yandex.Eats launched a unique re-training initiative in October 2020, letting couriers use the Practicum by Yandex platform free-of-charge to train as software testers, data analysts, and web developers. 86% of couriers surveyed expressed an interest in joining the program.

Support for the Self-Employed

207-1   Yandex supports partners who are officially self-employed. This tax status allows partners to work directly with Yandex, pay taxes at a reduced rate, and receive additional benefits as part of the loyalty program.

The Yandex.Pro application helps partners switch to this new status: they can use the app to register as self-employed and synchronize their data with the Russian Tax Service's official app, Moy Nalog (My Tax). By doing so, all necessary payments and taxes are automatically transferred and registered. For example, self-employed Yandex.Eats and Yandex.Lavka partners who receive payments on a daily basis can see their earnings and tips for deliveries in the Moy Nalog app.

Tolokers who are registered as self-employed gain access to more difficult and higher-paying tasks, which helps them develop their skills and gives customers access to more experienced and highly qualified performers. Self-employed drivers and couriers are given priority when assigning orders, get free legal support, and earn extra points in the loyalty program. In 2020, self-employed drivers and drivers registered as individual entrepreneurs became eligible for preferential car loans, discounts from official dealerships, and the Ministry of Industry and Trade's car loan program.

We are currently exploring other ways of supporting service partners and are evaluating which options would provide them with the greatest benefits. In March 2021, we introduced a partner benefit scheme that is similar to that of paid sick leave. It became the first initiative of such kind. Under this scheme, Yandex offers a 50% coverage of medical insurance to its direct partners who chose to sign up for the scheme, which entitles them to reimburse costs of medical treatment in case of illness. We are also developing a mentoring program that will offer experienced drivers with high ratings the chance to help new partners adapt to the service in exchange for additional perks.

103-3   We conduct regular surveys of partners and carefully analyze the feedback we receive. This helps us gain a better understanding of our partners' needs and ensures that we take the right track when developing our services. For example, drivers are asked if built-in app features help them drive more safely, whether the company sufficiently protects their personal data, and if they are aware that their rides are insured.

How Yandex Works with External Assessors

Specialists from external organizations accounted for around 20%[98] of assessors in 2020. As of the end of 2020, almost 100 external assessors had worked with Yandex for more than three years. We value the contribution that our partners make to our business and strive to provide support in return, for which we rely on feedback and NPS[99] that we regularly monitor and analyze. To ensure that partners can receive steady income, we introduced assignment management and take care of efficient task allocation. Assessors are offered a number of benefits such as discounts from partner companies.

Partner assessors can contact our helpdesk to receive a prompt response to any question they may have while performing their assignments. Surveys from 2020 showed that more than 90% of partners were satisfied with the speed and quality of operator responses. During the pandemic, we allocated additional resources to handling queries and set up a flexible work system to accommodate the unique circumstances of each assessor. Assessors who were unable to complete assignments could temporarily log out of the system. We also introduced a new option that enabled assessors to take on assignments outside their area of expertise.

For information about how Yandex interacts with assessors who are part of the business support team, refer to the About the Team chapter.

[98] The share of external assessors was 40% in 2018 and 25% in 2019. While the number of external assessors was stable over the period of three years, the change in the percentage of external assessors occurred due to an increase in the number of external assessors.

[99] The Net Promoter Score (NPS) is an index used to assess how likely customers are to recommend a product or service to others.

3 8 Partner Well-Being and Safety

403-7
403-8
TR-RO-320a.3

It is of the utmost importance to Yandex that all partners can work safely and securely. To achieve this, we help partners take care of their health and create technologies they can use to avoid dangerous situations.

Physical Security of Drivers and Couriers

Yandex has implemented a GPS-based speed monitoring system to prevent excessive speeding, which endangers the safety of drivers and riders alike. The system warns drivers if they regularly exceed the speed limit by at least 20 km/h and can block a driver's access to ride requests placed through the service if they continue to speed. Yandex.Navigator also helps make rides safer. The app displays a vehicle's current speed, shows the speed limit for a specific road segment, and warns the driver if they exceed the speed limit. Yandex.Navigator also notifies drivers about traffic accidents and upcoming unsignalized pedestrian crossings near schools. A monitoring system also records dangerous driving maneuvers (sudden braking, acceleration, and turning). The taximeter (installed on a smartphone or tablet) reads the accelerometer. If a driver performs an aggressive maneuver, the accelerometer records it. Drivers receive warnings for erratic driving and will be blocked from the service in the event of repeat violations.

Yandex is developing its own technology to monitor driver's level of attention (the Signal Q2 attention monitoring camera) with the help of computer vision technology and algorithms. It can monitor up to 68 points on a driver's face, where they are looking, and other factors in real time. The device emits a signal when a driver is distracted and the algorithm detects signs of fatigue.

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The camera is currently being tested by some fleet companies partnering with Yandex.Taxi in Russia. Users are informed if a vehicle is equipped with the device.

During rides, the lives and health of drivers and riders are insured for up to RUB 2,000,000 (more information about rider insurance can be found in the About Users chapter).[100] The insurance is free-of-charge and coverage starts as soon as the driver taps the 'En route' button and lasts until the ride is complete. Insurance payments are made in accordance with the approved insurance policy in the event of an accident. Couriers are covered by life and health insurance for the duration of their shift. Couriers are eligible for insurance payments of up to RUB 2,000,000 in the event of serious injury as per the approved insurance policy. Similarly to the taxi services, couriers are insured for free with insurance coming into effect as soon as the courier logs into the app and starts taking orders.
a video

All couriers, including walking couriers, must undergo training on traffic rules to ensure that they understand how to move around the city as safely as possible. Since Yandex works with thousands of bike couriers, we have created a special training program for them. Traffic training for cyclists is a core component of the mandatory induction course at hiring hubs. In all cities where Yandex.Eats and Yandex.Lavka operate, couriers are shown training videos on obeying traffic rules and are invited to take a test on traffic rules for cyclists. Once they have activated their account with the service, couriers

receive newsletters with reminders on proper bicycle usage, how to ride safely, and what to do in the event of a traffic accident. Yandex conducts regular quizzes on traffic rules. For example, when a courier makes a routine call to the helpdesk, they are asked to answer a question on traffic rules to refresh their knowledge. Yandex.Eats and Yandex.Lavka use their Telegram channels to publish news about traffic rules and put up posters with traffic guidelines at hiring hubs, which are regularly updated to ensure that they continue to catch couriers' attention.

Yandex monitors accident statistics for bike couriers and analyzes the causes of accidents. Couriers who are involved in a traffic accident are re-trained and tested to reduce the risk of accidents occurring in the future.

We also work with the media to raise awareness about how important it is for bike couriers to obey traffic rules. Yandex.Eats and Yandex.Lavka collaborated with the Let's Bike It! cycling project to produce a video on safe cycling in the city, a must-watch for all cyclists, not just couriers.

[100] More information about insurance can be found here (RUS).

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Mutual Respect
Between Users and Service Partners

To us, safety of users and service partners is equally important. It is also vital that users and partners trust one another and treat each other with respect. These are the attributes of a quality service that upholds ethical standards.

Driver can contact Yandex.Taxi support with any question in the app or fill out a form on the Yandex.Pro website. The Conflict function in the Yandex.Pro app, which can record the audio of everything happening inside the vehicle, can help resolve disputed situations with riders.[101] Once the recording has been submitted, a support service specialist contacts the driver to find out more information and provide further assistance. Recordings are stored on dedicated encrypted servers for no longer than one month.

In accordance with the updated User Agreement (RUS) from January 2021, if a user is rude or aggressive towards a courier, Yandex.Eats and Yandex.Lavka can restrict their access to certain service functions or block them entirely. Yandex is also considering other measures to protect couriers, e.g., providing legal advice from partner companies and introducing user ratings.

More information about how Yandex ensures the safety and comfort of users can be found in the About Users chapter.

[101] As of the report date, the above-mentioned Conflict function was available for drivers fulfilling orders in Kazan.

Trustworthy Taxi Companies

The quality standards developed for each fare category enhance ride safety. We thoroughly assess the trustworthiness of partner taxi fleet companies before we start working with them. We conduct regular checks to ensure that drivers comply with our standards, e.g., through stationary and mobile vehicle checks.

More information about how Yandex monitors compliance with its quality standards can be found in the About Users chapter.

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Driver and Courier Well-Being

Yandex.Eats and Yandex.Lavka have introduced a shift monitoring system to prevent couriers from being overworked. The system does not allow them to select a slot that is longer than 12 consecutive hours and ensures that there are always breaks between long shifts. A special option in the courier app shows restaurants that have resting zones for couriers, and one in ten restaurants working with Yandex.Eats offers free tea, water, and phone charging. Couriers who work with Yandex.Eats and Yandex.Lavka also get up to 50–90% off on meals.

We also care about how much time drivers spend behind the wheel. A system that records how long a driver has been taking ride requests contributes to keeping work hours balanced. After a certain amount of time has elapsed, the system blocks drivers from taking new ride requests until they have taken time off (the driver is notified about this in advance).

Yandex works with deaf and hearing-impaired drivers and couriers, for whom Yandex.Taxi and Yandex.Eats have introduced special webpages,[102] where they can learn more information about what drivers and couriers do and how to sign up. All training materials are provided with sign language. To make communication easier, all users and restaurants get notified if their order is being handled by a hearing-impaired driver or courier.

More information about how Yandex is making its services more accessible can be found in the Support for Vulnerable Groups section.

[102] The page for deaf and hearing-impaired Yandex.Taxi partner drivers (RUS).
The page for deaf and hearing-impaired Yandex.Eats partner couriers (RUS).

3 COVID Support for Drivers and Couriers during the Pandemic

Drivers and couriers who work with Yandex services come into contact with dozens of people every day. With the outbreak of the pandemic and the resulting lockdown, their services became indispensable. To support our partners during these challenging times, we introduced additional safety measures and set up a financial assistance fund, which continues to operate in 2021. Yandex.Taxi allocated RUB 600 mln to combat the spread of COVID-19 in 2020.

Yandex.Taxi launched the Program for Additional Remuneration during the Pandemic for drivers and couriers who either caught COVID-19 or were required to quarantine. The Program will be active until the end of 2021. All partner drivers,[103] who have logged a specified number of active hours are eligible, regardless of their citizenship, entitling them to a one-time 14-day sickness or self-isolation payment. The payment amount is calculated on a case-by-case basis based on the driver's average income over a specific period.

Free car disinfection points have been set up for drivers who take Yandex.Taxi orders in Russia (in Moscow, St. Petersburg, and Yekaterinburg),[104] where cars are thoroughly sanitized with disinfectant.

[103] The Program for Additional Remuneration during the Pandemic is open to drivers from the service's partner taxi fleet companies as well as direct driver partners (self-employed and individual entrepreneurs). The program will run until the end of 2021 in Russia, Belarus, Kazakhstan, Georgia, Latvia, Armenia, Estonia, Serbia, and Moldova.
[104] One free car disinfection center operates in each of the listed cities. The center in Yekaterinburg closed on 9 March 2021. Drivers can also use around 110 commercial car disinfection centers in other Russian cities.

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Yandex Service Partners   Social Support for Partners   Partner Well-Being and Safety   Yandex for Business
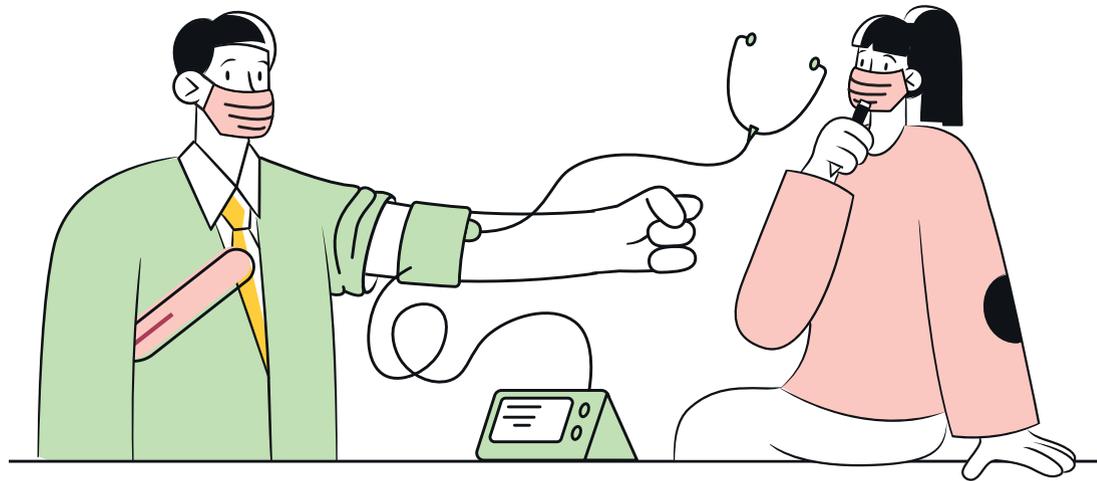
From March to November 2020, drivers and couriers working in Moscow could get their temperature and blood pressure checked for free at one of fifty telemedicine checkpoints. Yandex gave away free face masks and hand sanitizer to partner drivers at Sheremetyevo Airport in Moscow every two weeks in fall 2020.

As the number of ride requests dropped due to the pandemic, drivers were granted access to orders from Yandex.Eats and Yandex.Lavka as well as to a logistics service, which helped them maintain their usual level of income. The measures also allowed to absorb part of the courier workload, which increased dramatically as demand for meal and other types of deliveries skyrocketed during lockdown.

More information about how Yandex helps drivers and couriers protect themselves from exposure to the coronavirus can be found here (RUS).

At the peak of the pandemic, the Yandex.Pro app reminded drivers to disinfect and ventilate their vehicles after every sixth ride. Both Yandex.Eats and Yandex.Lavka hand out kits containing face masks, gloves, antibacterial wipes, and hand sanitizer to couriers, check their temperature before each shift, and disinfect delivery bags before each delivery. The Yandex.Pro app also has useful information on preventing disease transmission and recognizing the symptoms. Yandex.Lavka warehouses are disinfected twice a day.
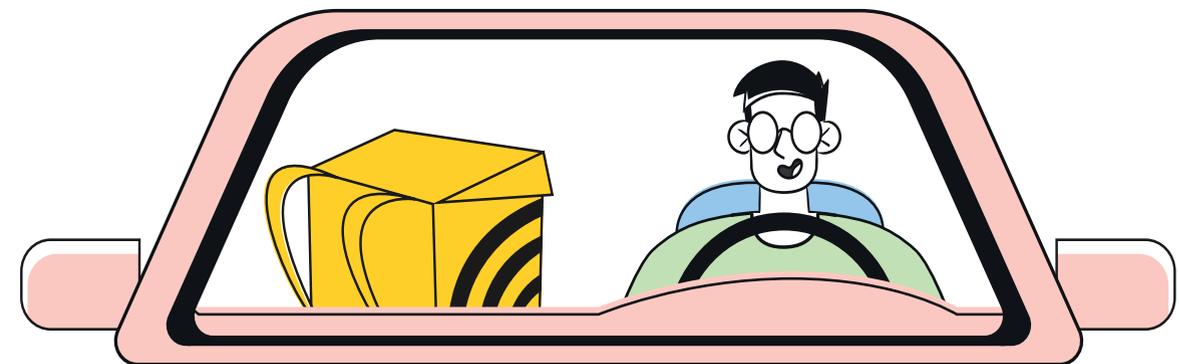
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Data Privacy

Drivers are requested to provide personal data to Yandex, which is necessary to verify their identity and activate a driver account to then receive orders via Yandex.Pro.[105] Yandex carefully monitors that the data shared by partners is securely stored and processed in accordance with the law, our security standards as well as the Privacy Policy.

We protect driver accounts through the Identity Verification function, an additional selfie-based authentication process that takes just a few seconds to confirm a driver's identity. This function ensures that the person behind the wheel is the authorized driver and protects driver accounts from being hacked.

The Yandex.Pro app also uses the phone anonymization feature as a safety precaution, which has been rolled out across most Russian regions and will soon cover the whole of the Russian Federation. The feature keeps the actual contact details of both the drivers and riders private when connecting calls and therefore ensures that no unwanted contact can occur post-trip.

More information about how Yandex protects the personal data of drivers can be found here (RUS).

[105] The list of personal data drivers must provide to Yandex can be found here (RUS).
[106] As of March 2021.
[107] As of April 2021.

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Yandex for Business

Although we continue targeting a broad audience with our products and services, we are also learning to work with businesses. We see it as an opportunity to make a good use of our technologies and make an impact. We already have dozens of B2B services that e.g. facilitate the automation of operations, help attract new customers, which have been developed to suit the needs of both large businesses and SMEs. As we strive to support small businesses, we provide them with tailored solutions as well as more favorable terms. To understand our partners better, we collect and analyze feedback and monitor their satisfaction.

> 600 thsd
advertising partners

10 thsd[107] merchants on
the Yandex.Market marketplace

33 thsd restaurants worked
with Yandex.Eats platform as of
the beginning of March 2021

Over 20 retail chains
in Moscow, St. Petersburg, and several
other Russian regions had used
Yandex.Eats to deliver their goods
to customers as of March 2021

22 thsd[106]
clients use Yandex.Cloud
technologies to expand and
digitalize their business
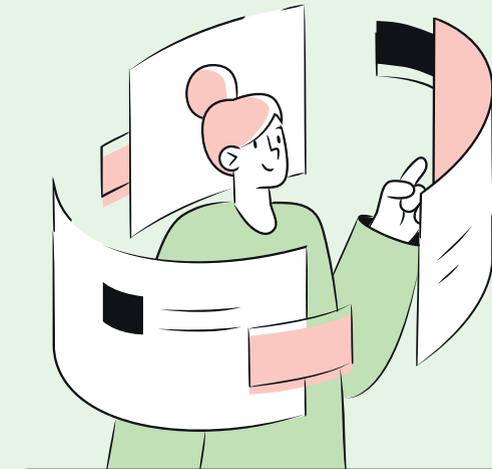
Supporting Business Development

Yandex solutions and technologies give clients the tools they need to grow their business.

Our advertising products help businesses reach their target audience and give them powerful tools for advertising analytics. On top of that, we have a bonus program that offers Yandex.Direct clients up to 10% cashback on the amount they invest in advertising each month.

Please refer to the Ensuring Quality Content section for more information about how Yandex monitors ad quality.

The **Yandex.Cloud** platform enables businesses to build and develop their projects using the same technology that powers Yandex itself. Russian and international companies use Yandex.Cloud to migrate corporate applications from their own infrastructure to the cloud, develop their own digital products, process and store data, and deploy unique Yandex services powered by machine learning and artificial intelligence. The service is popular among a diverse range of industries, including FinTech, retail, insurance, software development companies and others — 22 thsd customers in total.[108]
We have also developed an accelerator program, Yandex Cloud Boost, to support companies that create their own digital products with grants of up to RUB 1 million to spend in Yandex.Cloud.

The **Yandex Go** app also has solutions for businesses: companies can sign up for a corporate taxi option to benefit from favorable ride prices and route optimization (used by over 75,000 clients), and use the service to send orders

to customers quickly and inexpensively. Small parcels are delivered by couriers either on foot or by car, while large shipments are delivered by trucks. Yandex. Routing helps companies automate their deliveries by planning the optimal routes for drivers and foot couriers and tracking them online.

Yandex.Market works closely with online stores, incorporating them into its ecosystem and helping them find new customers and process orders. It serves as a single-window for businesses taking care of virtual window displays of goods, customer communication and delivery management.

Yandex.Eats provides cafes and restaurants the opportunity to expand their business by delivering meals to clients. Cafes and restaurants can track statistics such as turnover, the number of orders received in a given time period, and other metrics in their Yandex.Eats accounts. The service has also developed its own advertising platform based on Yandex.Direct that can be used by any restaurant with a rating above 4, regardless of its size. Ads can be launched directly from a restaurant's business account, after which their products will be displayed as 'Featured' and therefore more likely to catch the eye of potential customers. As of February 2021, more than 500 restaurants had already taken advantage of this feature.

Small-scale food producers, restaurants, cafes, and bakeries from various regions across Russia, who generally find it difficult to get their products in large retail chains, can put their products up for sale on **Yandex.Lavka** as an experiment. If their products prove popular, we keep them in the service's assortment.

[108] As of March 2021.

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Yandex.Business helps small businesses unlock their full potential. The service combines several tools that open up new opportunities for attracting customers and advertising online. For example, online booking and smart customer base management functions offer businesses time saving and customer retention benefits. By signing up for a Yandex advertising subscription, businesses gain the ability to run ads across multiple platforms simultaneously: Yandex.Search, Yandex.Maps, Yandex Zen, Yandex.Uslugi and the Yandex Advertising Network. Ad placement is taken care of by Yandex: we develop an optimal strategy for displaying ads across our and partner platforms depending on the client's objectives.

Moreover, certain Yandex services are available to small businesses completely free-of-charge. These include the Yandex Business Directory, Yandex.Mail and Yandex.Disk for business, Yandex.Webmaster, Yandex. Metrica and AppMetrica (website and app analytics and marketing services), Yandex.Forms, Yandex.Q, as well as map and turbo site builders, search for websites, and more.

More information about these and many other Yandex Services for Business can be found here (RUS).

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8
COVID

Supporting SMEs during the Pandemic

To support SMEs during the pandemic, we offered entrepreneurs and small businesses the chance to get bonuses worth up to RUB 15,000 to advertise on Yandex.Direct and receive preferential terms of use for other services (e.g., Yandex.Telephony, Yandex.Routing, and Yandex.Disk). Our specialists also helped new and existing advertisers launch their ad campaigns at no additional cost. We increased the amount we paid out to small and medium-sized businesses in the Yandex Advertising Network (YAN) for every thousand visible YAN ad impressions and gave away promo codes to help them advertise their resource on Yandex.Direct.

In addition to our Yandex-wide support program, Yandex services also developed their own business support initiatives.

Yandex.Eats streamlined the process of connecting new restaurants to the platform to one day from seven previously. The service gave local restaurants and small chains that joined the service between 15 March and 15 June 2020 one hundred free deliveries. Coffee shops were also invited to join the platform.

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Yandex Service Partners   Social Support for Partners   Partner Well-Being and Safety   Yandex for Business

Restaurants were allowed to opt out of Yandex.Eats courier services by joining the service as if it were a marketplace: we charged no commission for partners who took this route. Once Yandex.Taxi partner drivers started delivering food, restaurants could expand their delivery areas and send orders from centrally-located restaurants to the outskirts of Moscow.

Yandex.Taxi allocated RUB 600 million to combat the spread of COVID-19. This money was used to set up over 150 car disinfection points.

In 2020, the service launched the Relief Package program to support local restaurants and small chains with less than 3 locations across Russia. The program was a continuation of the support measures Yandex introduced for its partners in response to the pandemic. The Relief Package included zero commission on takeout orders, a week of free ad placement on the service, free tools to help restaurants create safe digital menus for dine-in orders, and bonuses for temporarily using its own staff as service couriers. Special terms enabled restaurants to save on delivery, ensure socially distanced seating without losing business, and take better care of their employees and guests. Yandex invested RUB 120 million in the program.

We revised the program objectives in 2021 to shift its focus to encouraging orders in regions where restauranteurs have been hit hardest by the pandemic. Yandex subsidizes delivery costs for end users, promotes local non-chain restaurants, and organizes food events.

Yandex.Lavka also supported restaurants by including more prepared meals from partners in its product assortment.

Yandex.Market paid out bonuses to stores in particular need of support. These included SMEs, sellers of health products and groceries, and companies of all sizes making the shift to online sales. These bonuses could be used to pay for listings on Yandex.Market. Yandex Go launched its new Courier fare category in March, which can be used to send small parcels of up to 10 kilograms. This turned out to be a lifeline for small companies that had to suddenly transition to remote work.

Trusted Partnerships

16   At Yandex, we build our relationships with partners in an open and honest way. Our ethical standards, which are clearly articulated in Yandex regulatory documents (such as the Code of Business Ethics & Conduct and Anti-Bribery Policy), apply to both Yandex and its partners. We are extremely careful whenever we enter into business relationships, perform due diligence, and reserve the right to perform regular checks to monitor our partners' compliance with contractual terms and conditions.

For more information about how Yandex monitors compliance with ethical standards, refer to the Business Ethics and Human Rights section.

Companies trust us with their data whenever they use our B2B services. As a trusted partner, Yandex ensures the physical security of its infrastructure and protects clients' personal data. All our services comply with information security laws and industry standards. For example, Yandex.Cloud complies with GDPR requirements for data storage, ISO, and PCI DSS industry standards.[109]

For more information about how Yandex ensures information security, refer to the Information Security and Data Privacy section.

Yandex delivers regular trainings for clients and partners. Each service may have its own specialized programs. For example, Yandex.Market holds an annual educational conference for stores. In 2020, the conference focused on e-commerce trends, Yandex.Market's immediate plans for the future, and tools that make ad placement on the service more effective. Yandex Advertising Network advertisers and partners can also take advantage of free webinars and workshops.

[109] General Data Protection Regulation (GDPR) governs the collection and processing of personal information from individuals who live in the European Union (EU). More information on the standards observed by Yandex.Cloud and the platform's certifications can be found here.

Support for Yandex Service Partners

Our objectives:

To broaden support for service partners and set widely-accepted standards for the market as a whole.

To develop and implement technologies that ensure the physical safety of service partners.

Teams that work with partners in individual services (Yandex.Taxi, Yandex.Eats, Yandex.Lavka and others), as well as the heads of services, who are members of the company's senior management, are responsible for furthering these objectives. The Board provides top-level oversight of how this agenda is implemented.

The teams regularly analyze partner satisfaction levels, incident statistics, user feedback on the quality of partners' work, the results of regular partner surveys (Yandex Go monitors partner feedback on a monthly basis) and other relevant metrics.
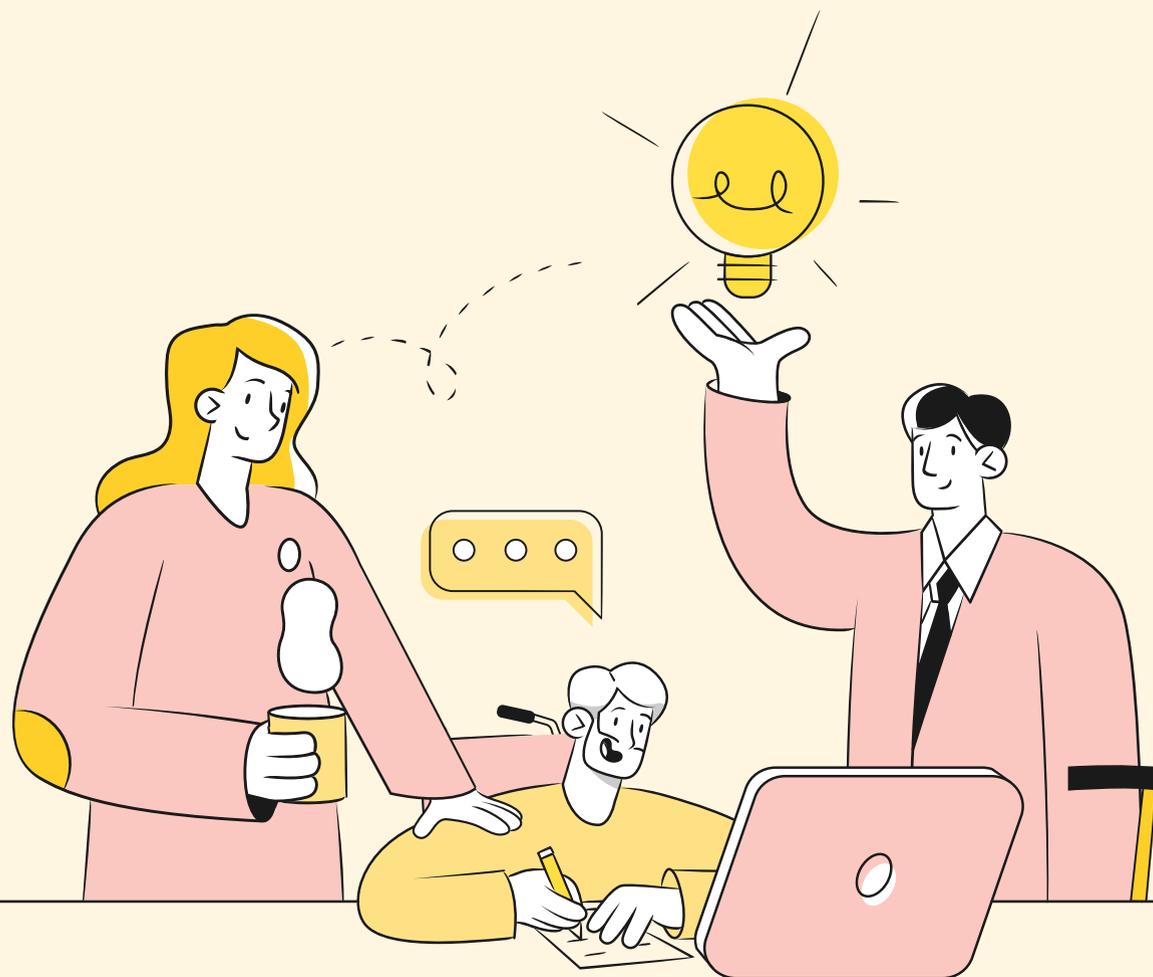
About Benefits to Society

**Yandex Educational Initiative
Support for Vulnerable Groups**

Yandex Educational Initiative

`103-2`
`203-1`
`413-1`

Yandex has been carrying out educational project for 15 years, since it has opened the doors of the Yandex School of Data Analysis (YSDA) back in 2007.

4 In 2019 we launched our Educational Initiative to improve the learning environment through technology. Initially intended as a three-year program, the Initiative became a permanent fixture in 2020.

The program's core objectives are to train IT specialists and prepare people for work in the digital economy, help teachers engage with students and develop tech skills, support science and foster a knowledge society, and improve education through technology. The outbreak of COVID-19 brought a new priority to the fore: ensuring continuous learning with technology and supporting both teachers and students in a challenging and unpredictable environment.

`203-1` **Spending on educational projects, RUB mln**[110]

Year	Value
2020	844
2019	636
2018	327
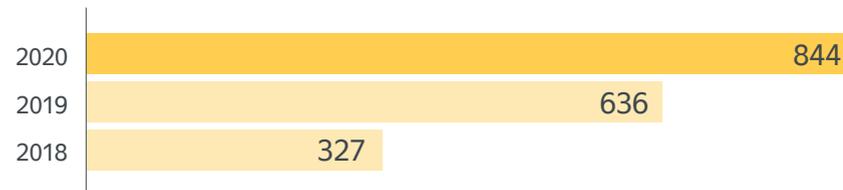
[110] The chart shows spending per calendar year, i.e. from 1 January to 31 December of the respective year.

`103-3`

Yandex Educational Initiative Highlights[111]

The Educational Initiative brought dozens of projects to life in the 2019–2020 academic year; and this Report covers a few of them. A comprehensive overview of all the program's activities can be found on the Educational Initiative's official website and in its Annual Report.

>2 mln people
have studied through Yandex's free educational programs

180 thsd teachers
received training through the I Am a Teacher program

1.9 mln schoolchildren
used Yandex.Textbook in their classes

86 thsd teachers
used Yandex.Textbook in their classes

The Higher School of Economics
partnered with Yandex.Cloud to launch a major digitalization program for the university.

The project aims to create a dynamic professional environment that supports the work of students, teachers, researchers, and scientists.

[111] The reporting period of the Educational Initiative coincides with Russia's academic year; therefore, program results given in the Report (except for expenditures) cover the period from September 2019 to September 2020.

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Educational Initiative   Support for Vulnerable Groups

Practicum by Yandex

Practicum by Yandex is an online educational bootcamp that helps self-driven individuals break into highly sought-after careers in IT or learn English. Its courses have been carefully calibrated so that everybody, regardless of their skill level, can find something suitable and accessible to dive into. The service is geared towards both students and experienced professionals looking to change careers. Statistics collected by the service show that around 70% of students graduate from their chosen course and soon land a job in their new field.

A practice-oriented approach is central to how Practicum by Yandex works and is reflected in the service's name. During the course, users are immersed in real-life business cases and complete assignments similar to what they will encounter in their future jobs. Students write code from their very first programming lesson and work with real layouts in design classes. New information is introduced incrementally to ensure that users feel confident putting what they have learned into practice right away. To this end, Practicum by Yandex has developed a host of online training aids and provides students with access to tools that are used by tech industry professionals in the real world. Professional tutors are on hand every step of the way to help students to deal with challenges, assess their progress, and share their practical experience.

Training IT Specialists and Preparing People for Work in the Digital Economy

Yandex specialists share their unique knowledge and experience and help train IT specialists across Russia, ensuring a steady stream of world-class talent for us and contributing to the country's digital economy.

Yandex.Lyceum

4 **8** Yandex.Lyceum gives high school students (8th–10th graders) the chance to learn the basics of the Python programming language free-of-charge. Python is one of the most in-demand languages for careers in both science and business. During the two-year course, Yandex.Lyceum students gain theoretical knowledge and practice solving Python challenges and assignments. Classes are led by Yandex-certified teachers who have passed a rigorous selection and training process, and include professional developers, university lecturers, school teachers, and graduate students in technical disciplines.

COVID During the COVID-19 pandemic, in-person learning was replaced with distance teaching.

8,200 schoolchildren studied programming through Yandex.Lyceum programs

Yandex School of Data Analysis

[4] [8] [9] The Yandex School of Data Analysis (YSDA) is a free two-year educational program in computer science and data analysis for university students and graduates who aspire to careers in research and IT. Experts from Yandex and leading universities teach data science, machine learning, and other areas of computer science. The YSDA is represented in Russia, Belarus and Israel.

YSDA helps students unlock their potential. The school's mission is to ensure that each of its graduates gets their dream job and can apply their skills in their chosen field. YSDA graduates go on to become world-class specialists and build successful careers in major Russian and international IT companies, including Google, Amazon, Microsoft, Sber, Tinkoff, and Mail.ru — and Yandex.

COVID To give students a full-fledged learning experience during the COVID pandemic, YSDA launched live broadcasts of lectures, opened virtual coffee breaks where students could communicate with each other and their professors, and held well-being events.

20 applicants
per seat at YSDA

979 YSDA graduates
from 2007 to 2020

57%
of graduates have worked
or currently work at Yandex

Helping Teachers Engage with Students and Develop Their Skills

Yandex technologies and services empower teachers to perform at their best. They are also designed to automate administrative tasks so that teachers can focus on what matters most: teaching and engaging with students.

Yandex.Textbook

[4] [8] Yandex.Textbook is a free online learning assistant that enables teachers to create personalized learning pathways for students and adapt the curriculum to meet the needs of pupils of various attainment levels. Through the platform, teachers can assign homework from an extensive library of assignments, which is constantly expanding, and monitor student progress with built-in analytics.

COVID In March 2020, Yandex.Textbook launched new tools to support remote learning, such as virtual classrooms and class team chats, allowing students and teachers to exchange messages and share files with classroom materials and homework.

Although Yandex.Textbook is primarily a platform for teachers, it also targets children by giving them access to a quality education. Every lesson in Yandex. Textbook is designed in a way to maximize learner engagement. For instance, lesson topics are carefully selected to make sure they reflect themes en vogue (e.g. drones or popular cartoons), so that teachers can connect with their students. Students are given helpful hints and multiple tries when working on tasks, encouraging them to persevere even if they do not succeed at first.

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Educational Initiative   Support for Vulnerable Groups

103-3
413-1
In 2019, Yandex commissioned a study on the effectiveness of Yandex.Textbook in collaboration with the Higher School of Economics and specialists from Stanford University and the University of California. A sample group included 6,000 third-graders and their teachers from 343 schools in the Novosibirsk Region and Altai Region. The findings showed schoolchildren who completed online assignments had improved educational outcomes and developed a more positive attitude towards school. It was observed that completing just 10 assignments in Yandex.Textbook per week improved mathematical literacy by 16–18%.

This improvement was particularly evident among underachieving students: completing assignments online enabled them to work on their mistakes independently and reinforce acquired knowledge. The service offered hints to guide to a correct answer, though students needed to explore and understand errors on their own. At the same time, teachers were able to track a student's progress and change the difficulty level of assignments. As a result, students found it easier to progress and apply what they had learned.

A survey of schoolchildren at the end of the year showed that children from the experimental groups began to appreciate both the Russian language and mathematics classes. By the end of the year, their interest in learning was much higher than that of students in the control group. Their general attitude towards school also improved.

At the same time, teachers confirmed that the children were not overloaded: the experimental groups were given the same number of assignments as students in the control group. As they had to solve Yandex.Textbook tasks online, they developed a positive attitude towards using digital tools as educational resources. Teachers also found digital solutions helpful and started using them more often.

I Am a Teacher

4 The "I Am a Teacher" program, developed by Yandex in cooperation with higher education institutions, helps educators learn new teaching techniques to prepare students for the jobs of tomorrow. The program includes free courses on innovative teaching methods, webinars, frameworks for educators to assess their adaptation and digital skills, as well as informative articles from leading experts with ready-to-use techniques that teachers can immediately bring into the classroom.

>45 thsd teachers
completed professional development courses through the "I Am a Teacher" program

>77 thsd teachers
attended webinars

48 Russian regions
signed up for the project

21 thsd teachers
watched our webinars on online and blended learning strategies

120 thsd teachers
from all over Russia were able to assess their skills in an intensive online course and received recommendations on how to improve

Educational Initiative   Support for Vulnerable Groups

COVID The rapid shift to remote learning during the COVID-19 pandemic presented an immense challenge, even for experienced educators. To help teachers adapt to online teaching, trainers from the "I Am a Teacher" program put together courses that presented a selection of online and blended learning strategies and techniques.

11 thsd teachers
completed online classroom management courses

10 thsd teachers
actively and regularly engaged with the service's new features in the most challenging time at the start of the pandemic
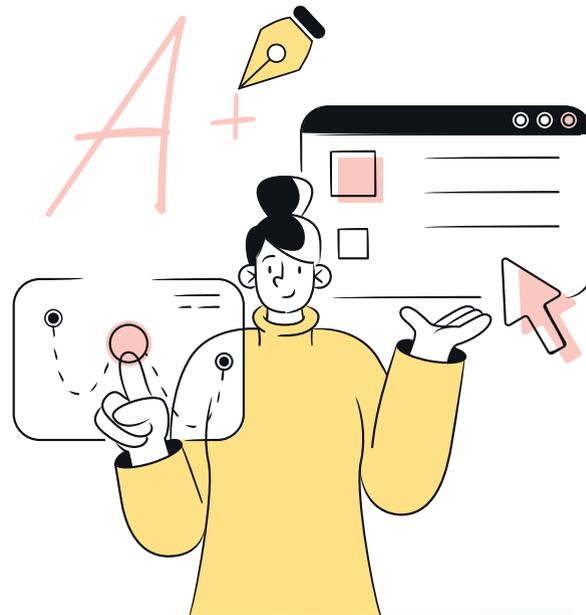
Improving Education through Technology

Yandex strives to create an open and accessible digital learning environment for people of all ages and backgrounds: from schoolchildren and university graduates to young specialists and experienced professionals.

Yandex.Cloud and Universities

4 8 9 In the spring of 2020, the Higher School of Economics (HSE) partnered with Yandex.Cloud to launch the Digital University program: an integrated digital environment for students, teachers, researchers, and scientists. HSE uses Yandex.Cloud services to conduct exams and is planning to employ these services as a platform to develop and implement recommendation and forecasting systems based on artificial intelligence.

COVID Following the outbreak of COVID-19, Yandex also offered universities privileged access to Yandex.Cloud services to help them rapidly scale up their IT infrastructure.

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Educational Initiative   Support for Vulnerable Groups

Supporting Science and Fostering a Knowledge Society

Appreciation of science, education, and culture is a core value at Yandex. As part of our Educational Initiative, we lend our support to scientific and cultural projects and promote various fields of knowledge through technology.

Cultural Marathon

The nationwide Cultural Marathon project was held again in 2020, introducing children to culture through digital technologies. At its heart, the marathon is a non-conventional multimedia online quiz that immerses schoolchildren in culture rather than solely tests knowledge. This time, the marathon was dedicated to the culture of the peoples of Russia. The quiz consisted of 40 questions that combined folklore with contemporary cultural trends, blending Yakut myths with breakdance and stories about Tatar forest spirits with modern pop music. Marathon participants not only got the opportunity to deep dive into cultural diversity, but also to win one of thousands of Yandex.Station Mini devices.

860 thsd **participants** took part in Cultural Marathon 2020

Digital Classroom

4 Yandex supports Digital Classroom — a major educational project[112] that introduces children to the basics of the digital economy, technology, and programming through online lessons. The online teaching format creates an interactive learning environment that goes beyond the usual IT lessons at school and awakens a keen interest in the IT professions of tomorrow. Yandex developed a lesson on personal voice assistants, where kids can learn about how they work and how to teach a chat bot to answer questions, and added a lesson on self-driving cars in 2021.
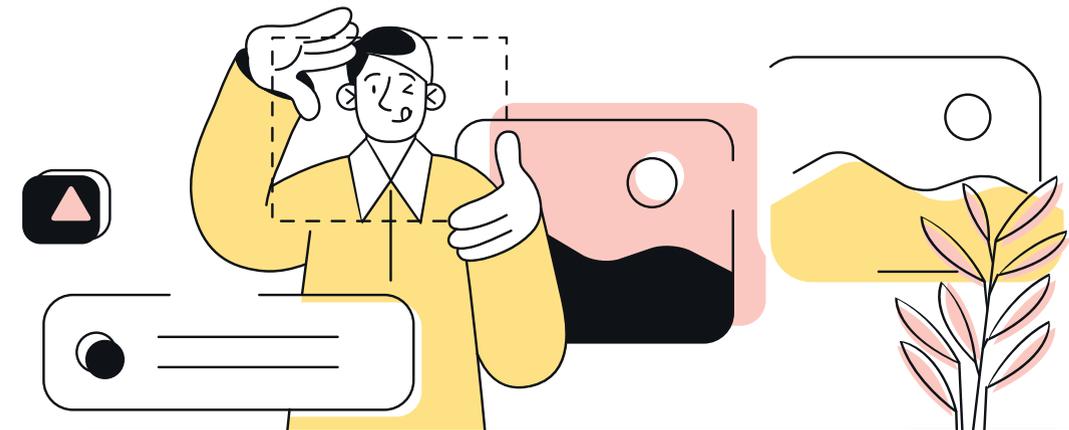
[112] Project led by the Ministry of Education of the Russian Federation, Ministry of Digital Development, Communications and Mass Media of the Russian Federation and ANO Data Economy.

The Ilya Segalovich Award

4 Researchers and academic supervisors can enter Yandex's Ilya Segalovich Award, set up to support the scientific community in Russia, Belarus, and Kazakhstan.

9 The award was founded in 2019 to recognize achievements in computer science. The winners are selected by the Award Committee and a jury represented by Yandex executives and scientists collaborating with the company.

The 2020 award went to three academic supervisors and nine researchers. All of the winners in the Researcher category have already presented their work at prestigious international conferences. Researchers are awarded a cash prize of RUB 350,000, and academic supervisors win RUB 700,000.

25 winners

(18 young researchers and 7 academic supervisors) have received the Ilya Segalovich Award since it was founded two years ago

Yet Another Conference on Education

4 In November 2020, Yandex held its first online conference focusing on education: Yet Another Conference on Education (YaC/e). The conference was not just a flagship event for the company, but also the largest educational event of 2020 with over 50,000 viewers tuning in. The event will be held again in 2021.

The speakers discussed the state of the modern educational system, shared experiences, and discussed the latest technological solutions for the education sector. Ninety speakers, including teachers, trainers, scientists, and developers of digital learning products, were invited to speak on topics across eight thematic tracks: for teachers, for school principals and university deans, for instructional designers, and others. More information about the conference will be published in the 2020–2021 Yandex Educational Initiative Annual Report.

Educational Projects: Snapshot

Our objectives:

To use Yandex technologies and competencies to deliver practice-oriented programs aimed at training the next-generation of IT and tech specialists.

To develop a community of educators and instructional designers.

This objective is pursued by the Educational Initiative team and Elena Bunina, General Director of Yandex LLC and Director of HR, at the senior management level. The Board provides top-level oversight of how this agenda is implemented.

The team monitors the number of graduates from Yandex's Educational programs, their subsequent employment records, user numbers for educational services, feedback from program participants, and other relevant metrics.

Support for Vulnerable Groups

203-1
413-1

Yandex believes that it can make the world a better place through its services and technology. Supporting the people who need it most is a core element of our social mission.

2020 was undoubtedly a difficult year for many of us, and made the need to support each other more evident than ever. During the first wave of the pandemic, Yandex launched the Helping Hand initiative: we provided medical professionals and social workers with free taxi rides and delivered food to those in need. In October, we announced that it would become a permanent fixture of our ESG agenda. At the same time, the Yandex team continued its efforts to enhance the accessibility of its services and applications.

> RUB **400** mln
donated to social
and charitable causes[113]

RUB **250** mln
invested in the Helping Hand
initiative

RUB **119** mln
raised in donations[114]

The Helping Hand initiative
and **Yandex.Taxi Hearing-Impaired**
and **Deaf Drivers project**
won the Best Russian Social Projects
award (RUS)

The Helping Hand

11
203-1

COVID

The Helping Hand is a social initiative launched by Yandex in the spring of 2020 to support those on the front line of the coronavirus pandemic in over 100 cities across Russia.

Between March and September 2020, Yandex provided free taxi rides for high-risks groups (doctors, medical professionals, social workers, and blood donors). Fast and convenient taxi rides helped doctors visit twice as many patients as they would normally be able to in a single shift. Yandex also provided employees and volunteers of charitable organizations with free transportation to work and hospitals during the lockdown.

Together with our partners, we created a dedicated fleet of vehicles equipped with protective screens to allow doctors, medical professionals, social workers, and the employees of partner laboratories to safely reach their patients.

[113] Total donations to charities and educational institutions and spending on conferences and industry events. This amount does not include expenditures on the Helping Hand initiative or Educational Initiative projects.
[114] Total amount of donations collected between March and October 2020 over and above contributions made by Yandex.

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Educational Initiative   Support for Vulnerable Groups

We delivered free food packages and essentials to the elderly, large families, and vulnerable groups in partnership with local authorities and non-profits.

Results of the Helping Hand initiative during the first wave of the pandemic (March – September 2020)

>400 thsd rides given to **12** thsd doctors
and medical workers in 34 cities

56 thsd
food packages
delivered for 14 NPOs
in 58 cities

>45 thsd
rides given
for 65 NPOs
in 104 cities

>13 thsd
rides given
to blood donors
in 78 cities

103-2 The initial results of the Helping Hand initiative clearly demonstrate that the charitable model we built is effective, as it leverages Yandex's ecosystem of services as a tool for social good. This is why Yandex decided to support charities and other non-profit organizations on a permanent basis:

we expanded and relaunched the initiative in October 2020. The initiative now focuses on two key areas: offering free rides to people with reduced mobility and providing charities with free access to Yandex services and technologies to enhance their efficiency.

413-1 The updated design provided for the possibility to integrate a number of Yandex services, so as to achieve an even greater impact. Consequently, the key objectives of the initiative are to:

- Support non-profits with Yandex technology and services
- Promote regular support for charities
- Raise awareness about social problems

103-3 Each objective is measured against a series of performance metrics monitored by Yandex every month, with the results being published on the initiative's official website. These metrics include, for example, the number of people who received support, the number of rides taken by beneficiaries of foundations, and the number of users signed up for regular donations.

203-1 Yandex invested RUB 250 million in the Helping Hand initiative in 2020.

Taxi Rides for People with Reduced Mobility

Together with Yandex Go, the Helping Hand project offers free taxi rides for people with reduced mobility, such as people with physical disabilities, severe illnesses, or mental health conditions. Together with the Friends Foundation Yandex selects and verifies organizations that help people with reduced mobility and offers them access to our ride-hailing services. By the end of 2020, 14 charities had taken part in the program.

Beneficiaries of foundations can use free rides to get to doctor's appointments and educational and rehabilitation facilities. For them, taxis are not only about getting around in comfort and not missing doctor appointments; they enable them to fully take part in the community life. These orders are only handled by top-rated drivers who have completed a special training on assisting people with reduced mobility. The program offers two fare classes: one for children (based on the usual Kids fare with additional driver's assistance) and one for adults. These rides are funded by Yandex as well as through public donations to the Helping Hand initiative.

Going forward, Yandex plans to increase the number of regions covered by the free taxi program for people with reduced mobility.

Results of the Taxi Rides initiative (as of March 2021)[115]

18,186 rides completed

40 thsd drivers have signed up for the program

The Taxi program operates in
15 regions

Free Access to Yandex Services

9 Another core focus of the Helping Hand project is to provide charities with free access to Yandex services for businesses to improve the effectiveness of their daily operations. In order to gain access to Yandex.Disk, Yandex Tracker, Yandex.Cloud and Yandex.Telephony, charities just have to submit an application and complete the verification process. A total of 53 charities joined the program in 2020 (rising to 70 charities by March 2021).

70 charities
have free access to Yandex services
(as of March 2021)

[115] The initiative's results are changing dynamically and are presented as they are at the end of the period specified.

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Educational Initiative   Support for Vulnerable Groups

Promoting Regular Support for Charities

Beyond our own contributions, we are committed to developing regular support for charities. Millions of people use Yandex services every day, and we use our unique position to raise awareness about social problems and encourage charitable activities.

Yandex launched its rounding-up initiative on Giving Tuesday[116] 2020: Yandex Go fares can now be rounded up to the nearest RUB 10 and the difference will be used to sponsor free rides to people with reduced mobility. On Giving Tuesday 1 December 2020, 11,000 people signed up for the rounding-up program, with this number reaching over 195,000 in March 2021. Users can also make one-time or monthly donations on the official website of the Helping Hand initiative. These giving options, in addition to their primary goal of raising money, also help promote the idea of regularly supporting charities. Yandex doubled the donations made by its users every month in 2020.

Yandex Go provides regular updates about the Helping Hand activities to make sure as many people as possible are aware of the problems the initiative is tackling. We intend to scale up the initiative by finding synergies with other Yandex services.

Promoting Regular Support for Charities (as of March 2021)[117]

over **195** thsd people
signed up for the rounding-up program in Yandex Go

over **1.5** thsd people
signed up to make regular monthly donations on the Helping Hand website

[116] International Day of Charity marked in more than 100 countries (held on Tuesday, December 1 in 2020). On this day, millions of people talk about how and who they help, and non-profits, charities, companies and action groups join together to hold charitable events. In Russia, Giving Tuesday has been running since 2016.

[117] The initiative's results are changing dynamically and are presented as at the end of the period specified above, unless otherwise stated.

Educational Initiative   Support for Vulnerable Groups

Improving the Accessibility of Services

Support for the Blind

9 **10** Yandex is creating an inclusive digital environment where all users can feel at home. We are committed to adapting our existing services to meet the needs of people with disabilities and keep improving the user experience for everyone. Our ultimate goal is to foster a culture where accessibility is at the forefront of our minds when developing digital products, right down to the initial code.

103-2 **103-3** Our efforts to improve service accessibility for blind users are guided by the Web Content Accessibility Guidelines 2.1 (WCAG)[118] standard and the national GOST R 52872–2019[119] standard. In 2019, we also launched an accessibility training course for employees involved in adapting services. The course includes workshops on working with screen readers[120] and designing and testing accessibility features.

The desktop version of Yandex Search, Yandex.Weather, the Yandex homepage, as well as the Yandex Browser desktop interface and the Yandex. Metro mobile app have now been adapted for blind users. The Alice Intelligent Assistant can read any Yandex Browser text. Yandex Browser also supports special third-party programs for blind or visually impaired users, such as JAWS, NVDA, and Window-Eyes.[121]

103-3 **413-1** Yandex conducts regular surveys to identify the needs of blind users. The online survey, now in its fourth year, was completed by 555 people in 2020. The survey showed that mobile app accessibility is particularly important to blind users and that mobile web versions of sites are not suitable replacements for apps. Based on the survey findings, the Yandex team will work to improve the accessibility of the Yandex app and services that are most in-demand among this group of users. Our plans include finding solutions to adapt Yandex Go app, Yandex Zen, Alice, mobile and desktop versions of Yandex.Disk, Yandex.News, Player,[122] and the Yandex Browser mobile app.

[118] Web Content Accessibility Guidelines 2.1 (WCAG) released by the World Wide Web Consortium (W3C).
[119] GOST R 52872–2019 Internet resources and other digital content. Applications for desktop and mobile devices, other user interfaces. Accessibility requirements for persons with disabilities and other special needs (amended).

[120] Screen readers are software programs that render text and image content displayed on a computer screen as speech and/or braille output.
[121] JAWS (Job Access With Speech), NVDA and Window-Eyes are software programs that enable blind or visually impaired users to read text that is displayed on the computer screen.
[122] Player is a function in Yandex Browser that enables users to view video content.

Other Initiatives

Yandex is working to improve the accessibility of its services in other areas: for its partners as well as users.

10 Yandex.Maps helps people with reduced mobility take any potential obstructions into consideration before setting off on a journey: photos of pedestrian walkways let users see, for example, if there is a ramp at the entrance to a particular building.

8
10 Deaf and hearing-impaired drivers and couriers can take advantage of special versions of work apps, adapted training, and special websites where drivers can find a job with partner taxi companies, and couriers can work with Yandex.Eats or Yandex.Lavka.[123] Users are informed in advance that their orders will be handled by a hearing-impaired driver or courier (this information is explicitly displayed in the app), and can use chat messaging to for communication purposes. Special visual cards have been developed to help couriers communicate with restaurants. These can be used to resolve typical situations, for example, if a restaurant has run out of a particular dish or if a courier needs to charge his or her phone. The service adaptation for deaf and hearing-impaired couriers was completed in cooperation with the All-Russian Society of the Deaf and launched in Moscow in late 2020 with the plans to be rolled out to other cities in the future.

About 1.2 thsd hearing-impaired drivers work with the Yandex.Pro platform

Collaboration with Volunteer Movements and Foundations

In addition to carrying out the Helping Hand initiative, Yandex is proactively involved in charitable work with partner foundations and collaborates with various charitable projects.

1 Yandex has been supporting and working with the Liza Alert search-and-rescue team since 2018. This team was founded to assist in the search for missing people and disoriented adults. Yandex.Taxi and Yandex.Eats partners in various regions across Russia volunteered to join the project: more than 80 percent of drivers and couriers said that they would be willing to help search for missing people. They may receive information about people who have gone missing in their area during their shifts.

3
11 In October 2020, Yandex supported the Font of Kindness, project organized by the Gift to an Angel foundation. The project aims to help children with cerebral palsy and raise awareness about the challenges people with this condition face. Each year, about 400 brands and thousands of people use a unique font, designed based on the handwriting of children with cerebral palsy, to help them with rehabilitation.

[123] The page for deaf and hearing-impaired Yandex.Taxi partner drivers (RUS).
The page for deaf and hearing-impaired Yandex.Eats partner couriers (RUS).

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Educational Initiative   Support for Vulnerable Groups

The foundation's beneficiaries redesigned the Yandex search bar interface and drew new icons for Yandex services. Users could click on a special logo on the Yandex homepage to be redirected to a page where they could support our project, either by sponsoring free taxi rides for children with cerebral palsy through the Helping Hand initiative or by helping the foundation directly. Several services got involved in the initiative: Yandex.Eats released limited edition Font of Kindness hoodies, Yandex Go spread awareness about the project among its users, and Yandex.Lavka delivered orders in branded packaging with a QR-code that linked to project's official website.

Results of our collaboration with charities (as of October 2020)

RUB 1.4 mln
collected for taxi rides for children with cerebral palsy

2,540 rides
for children with cerebral palsy provided by Yandex service partners

1.37 mln
people were redirected to the official Font of Kindness project webpage from Yandex services

3 4 Yandex has been supporting the Redkino orphanage in Kaluga Region for several years. A group of volunteers regularly visits the children and engages them in creative, educational, sport, and intellectual activities, helping the children develop social skills and learn something new about the world around them.

3 1 Yandex and the FMBA of Russia host blood drives several times a year. These are on-site blood drives at our offices for anyone who wants to donate. Yandex employees in Moscow and St. Petersburg can also donate clothing to the Lavka Radostey charity shop. Clothing donations are collected in drop-off boxes located in the company's offices and then donated to people in need.

Support for Vulnerable Groups: Snapshot

Our objectives:

To use Yandex technologies and competencies to provide charities with regular, ongoing support.

To improve the accessibility of Yandex services for people with disabilities.

The Helping Hand team, as well as dedicated specialists within services (responsible for technical adaptation) drive the achievement of these objectives. At the senior management level, the project is directly supervised by Dmitry Ivanov, head of Yandex Zen. The Board provides top-level oversight of how this agenda is implemented.

The responsible teams regularly monitor the number of beneficiaries, the number of users subscribed to Yandex Go's charitable rounding up scheme and monthly donations, feedback from charities, and other relevant metrics. Our teams also survey the technical preferences of visually impaired users.
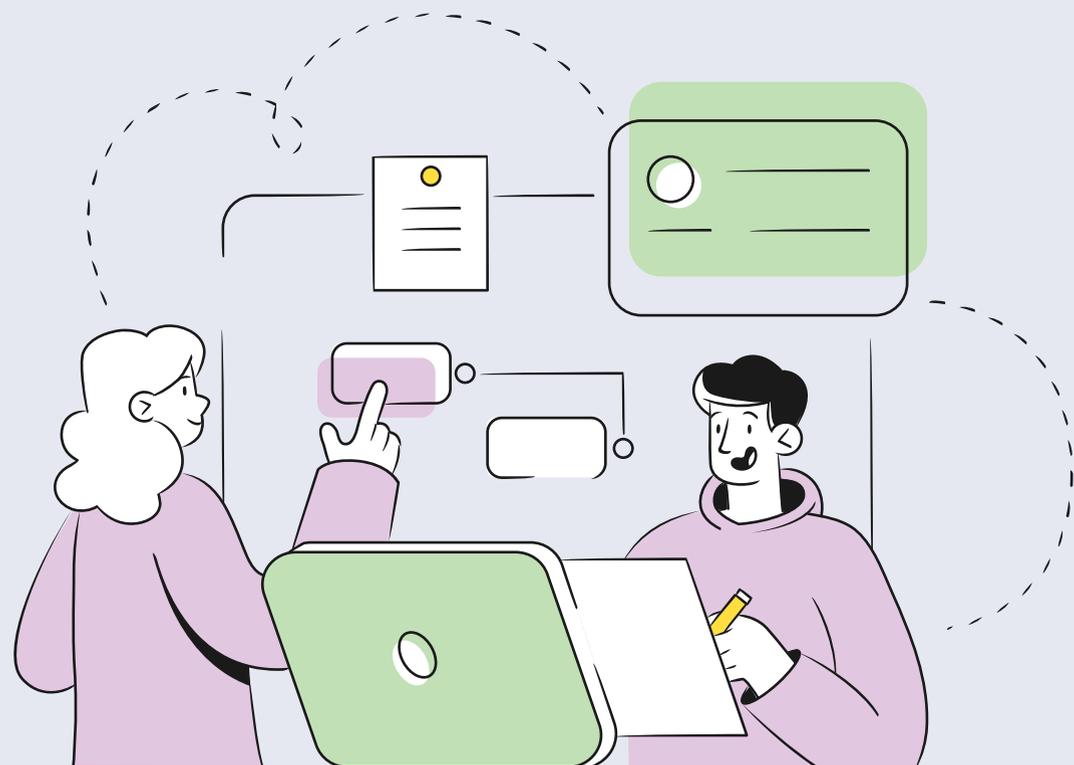
About the Team

The People We Work With
Our Approach to Recruitment
Employee Social Benefits and Comfortable Working Environment
Leadership Training and Development
Employee Engagement
Performance Review and Compensation
Employee Health and Safety

We Are Yandex   Business Foundations   Users   Service Partners   Social Good   The Team   Corporate Governance   About the Report   Annexes

The Team in Numbers   Recruitment   Benefits & Workplace Comfort   Training & Development   Employee Engagement   Performance Review & Compensation   Health & Safety

The People We Work With

Our continued growth and development is the result of the combined efforts of tens of thousands of people. If not for these people, we would not be where we are today — providing services and launching products that users rely on and enjoy.

The people we work with perform a wide range of tasks and interact with the company at various levels.

- **Yandex employees** are specialists who work for the company under employment contracts and receive a fixed salary along with bonus payments.

- **Business support team members** are specialists who support Yandex services. They include assessors, testers, translators, copywriters, moderators, and call-center operators, among others. They work under employment contracts, have flexible working hours and are usually paid on a piece-rate basis.[124]

[124] Workers in this category are paid based on the complexity, quality, and number of tasks actually performed. Business support team members are also entitled to social benefits as stipulated by the Russian Labor Code.

We Are Yandex   Business Foundations   Users   Service Partners   Social Good   The Team   Corporate Governance   About the Report   Annexes

The Team in Numbers   Recruitment   Benefits & Workplace Comfort   Training & Development   Employee Engagement   Performance Review & Compensation   Health & Safety
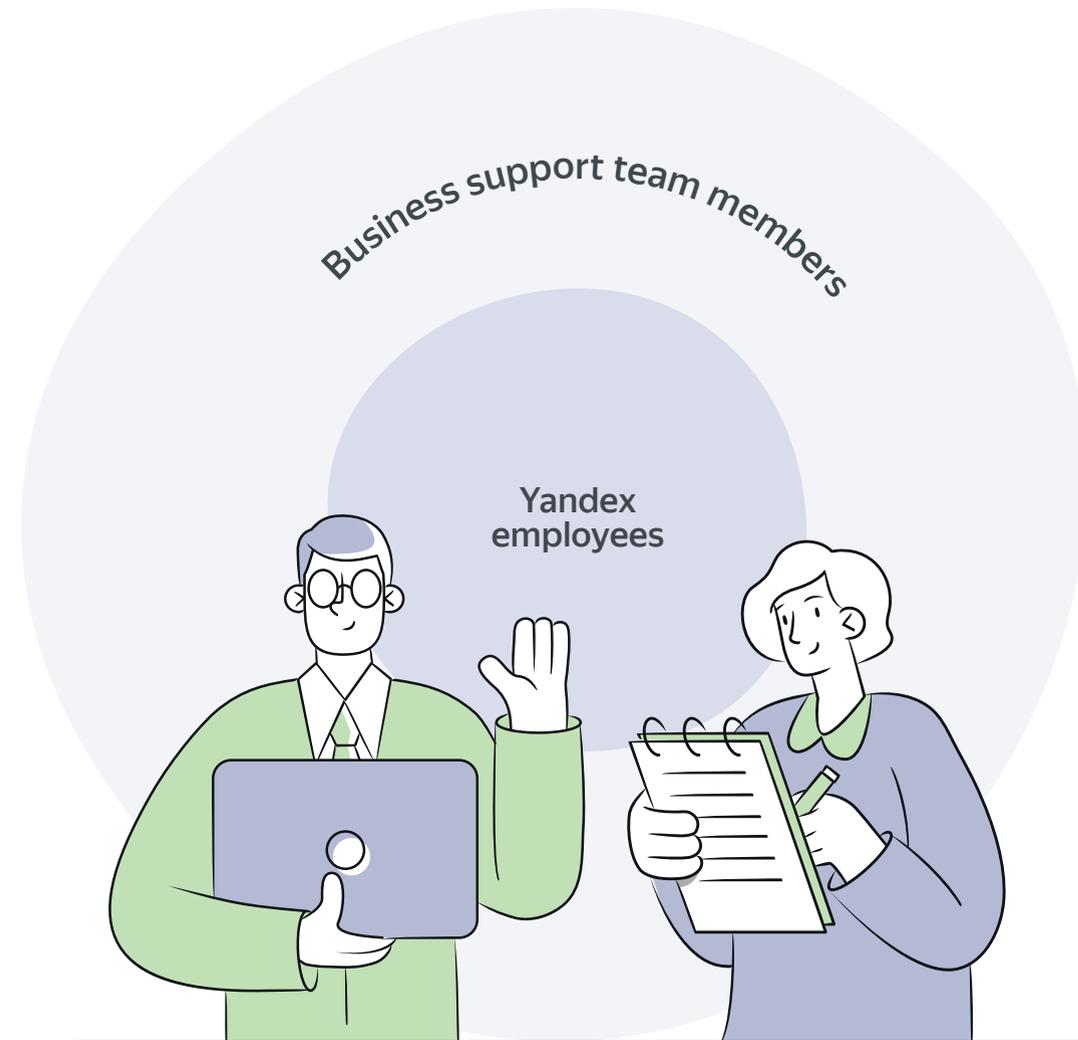
Yandex Employees

102-7
102-8

Yandex employees (who sometimes call themselves Yandexoids) are: open to new ideas, not afraid to ask questions, experiment, or make mistakes. If they were anything else, it would be much harder to create new and innovative things.

We employed 11,864 people at the end of 2020.[125] We were able to grow our team by 4% compared to 2019 (11,389 employees) and 30% compared to 2018 (9,143 employees). The total number of people we employed throughout the reporting period was 15,666,[126] over a third of whom were women. The largest proportion of employees (over 30%) worked in the Search & Portal segment in 2020. Other large segments include Market (21%), Taxi (15%), and general functions (10%).[127]

We strive to build long-standing relationships with our team: 98% of our employees have permanent employment contracts. The remaining 2% are project employees whose employment is fixed for a specific undertaking and is terminated upon its completion. 98% of our employees work full-time; however, we also offer part-time options to employees if, for example, this better suits their personal circumstances or they have to balance work and study.

[125] The number of employees as at 31 December.
[126] The calculation is based on the number of unique employees for the year with no regard to a specific cut-off date.
[127] General business units include HR, Finance, Legal, Operations and Construction, Corporate Communications, Corporate Relations, etc.

Yandex Employees by Business Unit
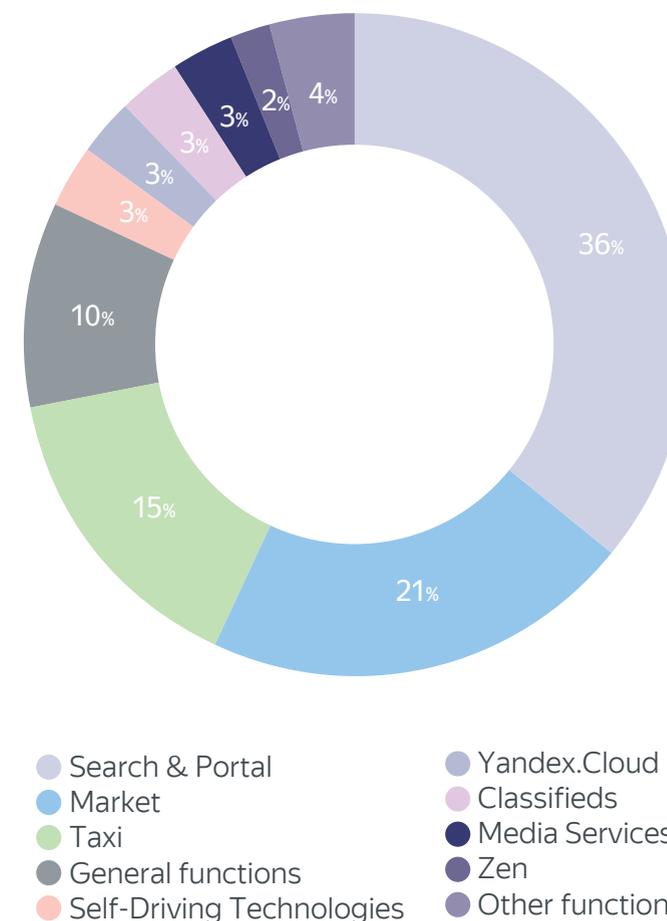
- Search & Portal
- Market
- Taxi
- General functions
- Self-Driving Technologies
- Yandex.Cloud
- Classifieds
- Media Services
- Zen
- Other functions

The breakdown shows the total number of employees working at Yandex during the reporting period (2020). Other functions include Practicum and Investments.

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The Team in Numbers   Recruitment   Benefits & Workplace Comfort   Training & Development   Employee Engagement   Performance Review & Compensation   Health & Safety

We employ professionals in various areas, although developers have traditionally made up the largest category (36%). We also have a big number of employees working in business development, product and project management, procurement, and logistics.

As the IT sector remains a largely male-dominated field,[128] the majority of developers at Yandex are men. However, we are committed to providing equal and fair employment opportunities and proactively seek to recruit women to all positions within Yandex, including technical and related roles, such as developers, testers, data analysts, designers, and product and project managers. Women accounted for 22% of these roles in 2020. Women also made up one third of all management positions at Yandex, which is line with our global peers.

Yandex's Educational Initiative, which was introduced to promote IT education and training among young people, among other objectives, contributes to redressing this gender imbalance in the Russian IT market. By building awareness among high school-aged girls and boys about IT as both an academic and professional field and helping them make an informed choice about future career options, the Initiative hopes to attract more talent to STEM degree programs and consequently see more highly qualified STEM graduates, women in particular, moving into technical roles.

For more information about the Educational Initiative, refer to the Yandex Educational Initiative section.

Yandex employs people from various age groups. Employees aged 30 to 50 account for 55% of the team and 44% of our team is under 30 years old. We also have employees who are over 50 (mostly in the Market, Search & Portal, and general business units). Our oldest employee was 78 at the date of report preparation.

Yandex Employees by Professional Area
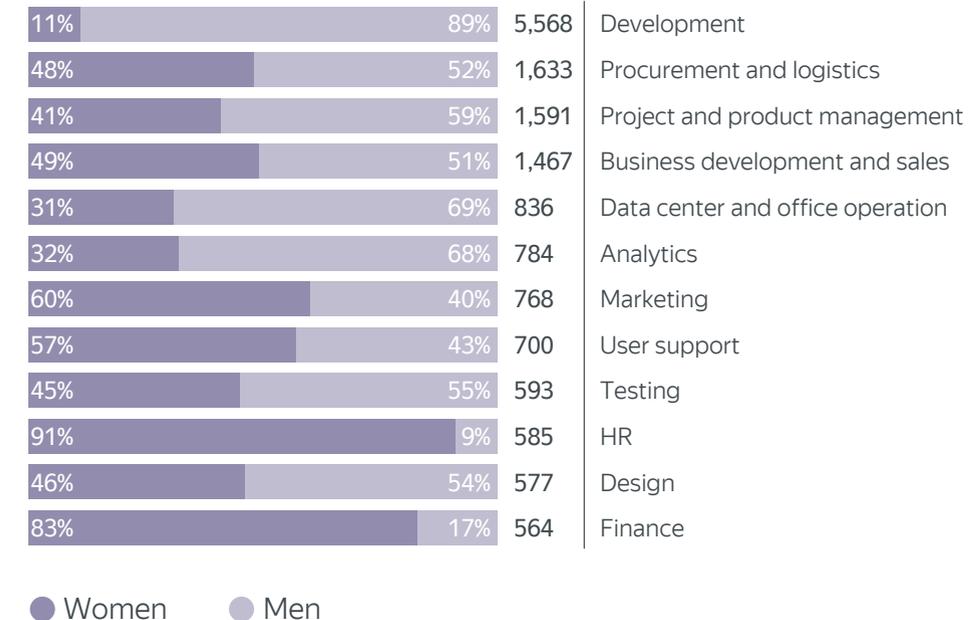
Women	Men	Total	Area
11%	89%	5,568	Development
48%	52%	1,633	Procurement and logistics
41%	59%	1,591	Project and product management
49%	51%	1,467	Business development and sales
31%	69%	836	Data center and office operation
32%	68%	784	Analytics
60%	40%	768	Marketing
57%	43%	700	User support
45%	55%	593	Testing
91%	9%	585	HR
46%	54%	577	Design
83%	17%	564	Finance

● Women   ● Men

The breakdown shows the total number of employees working at Yandex during the reporting period (2020).

[128] According to the Gender Effect in Postgraduate Studies at Higher Technical Institutions in Russia, Austria and the UK study (Global Journal of Engineering Education, 2020), in 2019, there was one female postgraduate student for every 3 to 5 male postgraduate students at the best technical universities in Russia (includes National University of Science and Technology, Bauman Moscow State Technical University, the Information Technologies, Mechanics, and Optics University, etc.). In 2017–2018, women accounted for only 29% of students at universities offering engineering and technology degrees. Similar findings were made by Role of Gender Stereotypes in Student Dropouts of STEM Programs study (National Research University Higher School of Economics, 2020), according to which only 27% of students enrolling in information and computer science degree programs in Russia were women in 2018.

We Are Yandex   Business Foundations   Users   Service Partners   Social Good   The Team   Corporate Governance   About the Report   Annexes

The Team in Numbers   Recruitment   Benefits & Workplace Comfort   Training & Development   Employee Engagement   Performance Review & Compensation   Health & Safety

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Talent is our most valuable asset, which, as we firmly believe, is not defined by gender, age, culture, religion, or any other characteristic. Diversity is a foundational principle that has been seamlessly integrated into our recruitment approach. Anyone can thrive at Yandex no matter who they are, where they come from and whether they need special assistance. In fact, it is this individuality that drives their success.

As a big international company, Yandex has offices in various countries and cities around the world. Most of our employees (97%) are employed in Russia; however, we also have offices in Belarus (2%), Kazakhstan, and other countries. In Russia, our main locations are Moscow (67% of employees) and St. Petersburg (8%).[129]

In the face of rapid technological change and increased competition for top minds in various business fields, it gets more challenging than ever to make a unique proposition to our talent and remain the most sought-after employer.[130]

Nonetheless, we have a lot to be proud of here: one third of all Yandex employees have been working with us for over three years, and over 600 employees had been with Yandex for over 10 years in 2020.

Time Employed at Yandex

- Less than 3 months
- From 3 months to 1 year
- 1–2 years
- 3–5 years
- 6–10 years
- Over 10 years

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TR-RO-320a.2

Turnover has remained within the expected range over the past three years. Average employee turnover stood at 24%[131] in 2020, which is somewhat higher than in 2019 (18%) and 2018 (17%) due to the economic challenges presented by the COVID-19 pandemic. Undesirable turnover (which is the key parameter we monitor internally as it reflects the loss of our most valued staff members) is consistently low: it was 4.5% in 2020 (2019: 4.3%, 2018: 4%).

[129] Employees in Kazakhstan, Switzerland, Netherlands, China, USA, and Israel account for less than 1% of our total workforce. Yandex's offices are located in Russia (Moscow, St. Petersburg, Sofyino village (Moscow Region), Nizhny Novgorod, Ekaterinburg, Innopolis, Rostov-on-Don, Kazan, Novosibirsk, Simferopol, Vladivostok, Krasnodar, Samara, Chelyabinsk, Perm, Tula, Sochi, Ufa, Krasnoyarsk, Tyumen, Voronezh), Belarus (Minsk), Kazakhstan (Almaty), Switzerland (Lucerne), Netherlands (Amsterdam), China (Shanghai), USA (Newburyport), and Israel (Tel Aviv).

[130] Yandex was ranked as Russia's top employer in 2020 by Forbes (full rating is available here in RUS).
[131] Turnover comprises the voluntary turnover rate, including employees who chose to leave the company (17%), and the involuntary turnover rate (7%), which is made up of employees whose employment was terminated by Yandex. Involuntary turnover was partly due to the complex situation on the market. Unfortunately, Yandex had to let some of its employees go in 2020. All employees in this group were given the opportunity to use services offered by a partner staffing agency to help them find employment.

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Business Support Team Members

The business support team (BST) contributes to building the continuity of Yandex services for all users by answering call-center queries, moderating content, and performing a range of other tasks that are vital to our business. Team members often work remotely, and some of them are mothers with young children, pensioners, and people with disabilities.

In 2020, the business support team consisted of around 17,000 specialists,[132] most of whom work as assessors (33%), operators (22%), and customer support or call-center specialists (18%).

Assessors make up the largest category of the BST. They comprise thousands of specialists working across various cities and time zones. The CWAS (Communication with Assessors Support) helpdesk is open every day, including weekends and public holidays, to provide prompt assistance to all assessors. The satisfaction score for 2020 showed that BST assessors were happy with the assistance provided by the helpdesk, with more than 90% acknowledging the speed and quality of the support operators' work.

We foster an environment in which specialists can develop both horizontally (i.e. expanding competence across various fields) and vertically (i.e. moving on to senior roles). This helps ensure their engagement and commitment. They can rotate between different areas and assignments, and, for those who want to grow vertically, there are opportunities to get promoted to senior positions, e.g. Group Supervisors. To support the assessors' emotional well-being during the lockdown, we created an internal info cluster offering useful information about employment terms, health advice, and tips on how to spend leisure time while self-isolating.

[132] The number of unique business support team specialists for the year without a specific cut-off date. The number of business support team members is recorded separately from full-time Yandex employees.

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Our Approach to Recruitment

8 **Human Resources Management**

103-2 Our HR Department,[133] which is headed by Elena Bunina, Director of HR and General Director of Yandex LLC since 2011, takes care of employee well-being and oversees all talent-related matters.

103-3 Yandex is a large company with a complex organizational structure, which is why each business unit has its own HR partners. They are responsible for advising management team on talent acquisition and talent development needs and conducting a high-level oversight of all HR processes within respective departments.

The HR Department regularly monitors its performance by tracking metrics such as employee engagement and the undesirable turnover rate.

Our Approach to Recruitment

Professionalism is the bridge that unites all our employees. Therefore, we look for and hire the candidates who demonstrate exceptional professionalism and skillset necessary to do the job at hand.[134] Gender, age, nationality, and other characteristics unrelated to professional qualifications and work ethics do not matter to us. The 'focus on professionalism' rule covers all types of our engagement with job applicants and employees.

401-1 Yandex welcomed 3,662 new employees in 2020, compared to 4,693 hires in 2019 due to the impact of the COVID-19 pandemic. Most of our new hires joined the Market, Taxi, and Search & Portal teams.

3.6−4.6 thsd
new employees Yandex welcomed in 2018–2020

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[133] The graph shows the structure of the central HR Department. Large services (Yandex.Taxi and Yandex.Market) have additional HR departments to deal with recruitment, onboarding, and training.

[134] More information about recruitment at Yandex here (RUS) and about the internship program here (RUS).

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As the IT industry grows at breakneck speed, so does demand for qualified professionals. The shortage of IT talent in Russia is one of the reasons why we launched our Educational Initiative. In addition to its core objective — training the next generation of IT specialists — the Educational Initiative helps Yandex attract qualified staff.

One stream of the Educational Initiative provides students and recent graduates with the opportunity to intern at Yandex. In 2020, 626 people completed internships,[135] most of whom joined the Search & Portal segment. Due to the COVID-19 pandemic, we decided to reduce the number of interns we took in this year (from 1,597 interns in 2019) since a remote format would not become an equally effective alternative to an in-person experience for many of the internships.

[135] The total number of unique interns for the year without a specific cut-off date.

Onboarding

Up to 200 new employees join Yandex each week. On their first day with the company, the newcomers get set up for work by receiving equipment, e.g. laptops, headsets and mobile phones, and taking part in a Welcome to Yandex event, where senior managers and BU leaders talk about Yandex's culture and internal processes. During the probationary period, new employees may be assigned a mentor to help them with any work-related issues.

New employees have access to all the materials they need to get to know their work and Yandex better, and receive regular support via email as well as chats with designated onboarding specialists. A website for newcomers contains a variety of useful links and step-by-step guidelines, and there is also a number of e-learning courses available. We have an additional Professional Orientation program designed for technical specialists that introduced them to Yandex products.

The onboarding process was inevitably somewhat different during the COVID-19 pandemic: the equipment was delivered directly to home addresses while the Welcome to Yandex event was held online.

Results of our 2020 employee onboarding survey after a month on the job:

4.5/5 — Success of the onboarding process

4.7/5 — Comfort working in a new team

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Employee Social Benefits and Comfortable Working Environment

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Yandex employees are provided with a wide array of social benefits: from voluntary health insurance to meal allowances and home buying assistance.

401-2
Social benefits available to Yandex employees[136]

- Voluntary health insurance, accident insurance, international travel insurance
- Insurance for close relatives[137]
- Home buying assistance program
- Corporate meals
- Corporate cell phone allowance
- In-office doctor, psychologist, and massage therapist
- Corporate discounts on travel, education, stores, and much more
- The Yandex Sports Club (online fitness courses and sports activities in the office)

For more information about Yandex's well-being programs, the voluntary health insurance program in particular, refer to the Employee Health and Safety section.

COVID

As Yandex employees had to work remotely from home during the pandemic, we purchased modems and other equipment for them to set up home offices, and introduced new corporate internet plans. Employees had an option to return to the office starting in April 2021, while those who preferred to continue working remotely could choose to do so or opt for a hybrid format (combines remote work and on-premises time) after having discussed it with their team leaders. The majority of personnel has chosen to come back to the office.

Relocation Assistance

Yandex is present in a number of locations worldwide, and talent may be invited to work in places that are different to their home regions or places of permanent residence. In such cases, we assist with relocation by providing a relocation package, which includes reimbursement for certain expenses, assistance finding housing, and rent reimbursement for a period from two weeks to three months. A relocation specialist helps employees adapt to their new environment, for example, by finding and selecting schools and kindergartens for children.

Over **1 thsd** employees
Yandex helped relocate in 2017–2020

[136] These benefits are available to full-time employees.
[137] Yandex covers 80% of the total cost of the basic insurance program for spouses and children, and the remaining 20% is deducted from the employee's monthly salary in equal installments until the end of the insurance period.

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Home Buying Assistance

We assist our employees with buying their own apartment or house by offering preferential loans on terms more favorable than those of mortgages. Under Yandex home buying program, short-term loans are issued at no interest rate while long-term loans are offered at 3% per annum. Employees can sign up for the program as long as they meet certain requirements, including having worked at Yandex for at least one year, ownership of company shares (for long-term loans), and a good performance review, among others. Loans are issued for three or 10 years and the loan amount is calculated based on the applicant's income.[138] Housing to be purchased must be located in cities or respective regions where Yandex has offices (and the employee must work in the city where the property is located).

611 employees took advantage of the home buying assistance program in 2020

[138] Yandex's home buying program is available in Russia, Belarus, and Kazakhstan. The issuance of preferential loans must be approved by the Compensation Committee, which consists of several senior managers of the company. Home buying supported includes apartments or houses.

Comfortable Working Environment

We work hard to foster an open and comfortable working environment for all our employees. Our offices are designed as a single space with an open-plan layout and glass walls to create a light and spacious environment. The design reflects our philosophy of openness and unity where anybody can feel free to request support or advice from a colleague.

In addition to working areas, there are plenty of casual sitting areas and zones for spending breaks from work, both relaxing ones (in a massage chair, for example) and interactive ones — playing table tennis, pool or musical instruments. Our central offices have on-site mothers nursing rooms, showers, laundry, dry cleaning, and shoe repair service, as well as vending machines and photo booths. To us, investing in an innovative workspace is not about attempts to replace home but rather about striving to make everybody feel as comfortable, safe and liberated as they are at home. We want our employees to have somewhere they would want to come back to.

COVID We tried to maintain this feeling of home even with the transition to remote work. All general meetings, team huddles, and even corporate events were moved online. Some social benefits were also transformed; for example, we set up online workout sessions and permitted employees to spend their meal allowances on Yandex.Eats and Yandex.Lavka home deliveries since they could no longer use their payment badges in the office cafeteria or nearby cafes. Employees were also offered to take their desk chairs home to set up comfortable home office areas.

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Leadership Training and Development

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We encourage continued learning and experimenting among all our employees throughout their careers.

404-2   Training and development programs are open to all employees. These include both face-to-face and e-learning programs developed by Yandex specialists and third-party experts, as well as hundreds of courses on our corporate e-learning platform.

Our training programs cover areas such as project management, programming languages, soft skills, personal effectiveness, and much more. Training courses on business ethics, personal data protection, data privacy, and phishing awareness[139] are mandatory for all employees. New programs for 2020 included the Facilitation School (for managing group discussions), a course on giving feedback, and soft skills training in English.

Business units within Yandex (Search & Portal, Classifieds, and Market, among others) encourage employees to draw up individual development plans to align their professional development with their interests. This can be initiated by an employee or a supervisor, but in either case, they work on the plan together: employees share their ideas and opinions and the supervisor suggests the optimal route based on the skills, competencies, and potential of the team member.

COVID   Due to the COVID-19 pandemic, all training, including face-to-face training, was moved online. To ensure the continuity of the learning process, Yandex launched new distance learning courses, developed its own products as a substitute for trainings offered by external providers, and created a corporate e-library. The How to Brainstorm Online program, developed to address some of the challenges of working from home, taught employees how to discuss their ideas effectively in a virtual format. Employees can also find a guide on holding productive team discussions over video conferencing tools on the company's intranet.

404-1   The move to remote work and the fact that in-person training sessions, which were often long-term programs, were cancelled due to the pandemic resulted in a decrease of the average hours of training per employee from 11 hours in 2019 to four hours in 2020.

Leadership Development

We announce up to 60 new appointments to management positions every month. Despite the pandemic, promotions to managerial roles were not put on hold but continued to demonstrate a steady increase in numbers, mainly due to the expansion of RideTech and e-commerce services as well as Search & Portal segment. Developing leadership skills is therefore a key focus. We converted leadership training sessions to a modular format in 2019, which enabled us to significantly increase the number of trainees. We trained 317 managers in 2020 (compared to 296 in 2019 and 71 in 2018).

[139] Phishing is a form of online fraud that attempts to gain access to user credentials.

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404-1 In 2020, we introduced the Manager Orientation, an online program for employees preparing to move on to managerial positions. We also launched an Assessment Center that helps determine the key competencies of future managers, identify current workforce skill gaps, and advise on areas for improvement. Assessments are carried out by a team of over 30 trained internal assessors. Managers completed an average of eight hours of training in 2020.

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Experiments

Yandex is about experimenting, testing what has not been tested, learning lessons from our previous experience (which does not always have to be successful) and moving forward with ideas that make a difference. To foster innovativeness, we have been carrying out a program that focuses on upscaling prototypes and new business ideas developed by our employees. The program provides an opportunity to receive funding, a designated team as well as other in-house resources to build an MVP or a viable business model if the proposed idea is found promising. All such proposals (we also call them 'experiments') get reviewed, evaluated, voted on and approved by the so-called investment committee consisting of senior managers, business unit leaders and other key personnel. A number of today's full-fledged business units within Yandex began their story as experiments, Yandex Zen and Yandex.Cloud among those. Yandex.Drive is another example of a success story. Launched in 2018 as an experiment by one of Yandex.Maps product managers and the team, Yandex.Drive is now the largest car sharing service in Russia operating the fleet of 16,000 cars in four cities.

Rotation Program

As we encourage employees to find the best application of their skills and knowledge within their field of passion, we offer opportunities to embark on a new role or project, and even move to a different business unit or location. Our job rotation program is available to anyone as long as they meet basic requirements, including having worked at Yandex for over one year and good performance reviews. Information about job openings that reflect current business needs is regularly posted on Yandex's intranet.

Our analysis of the first performance reviews following the rotation discovered that 40% of rotated employees had improved their performance while another 40% continued to deliver strong performance. Although there may be a lot of causalities behind such results, there are reasons to believe that the rotation program is a factor contributing to successful career development. The rotation is a win-win for employees and the business, as Yandex gets to fill vacant positions with experienced talent familiar with corporate culture and processes.

7–9% of Yandex employees join the rotation program each year

About 50% of rotating employees move to a different business unit

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Employee Engagement

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We find it important to know how our employees feel about working at Yandex, what their major concerns are, and what we can do to address those to keep talent motivated. An employee engagement survey that we conduct every year[140] is a tool that helps us get the right insights.

The survey covers a wide range of questions: from whether employees find opportunities for professional growth sufficient to how they feel about corporate values. The 2020 survey results showed that the share of employees who enjoy working at Yandex remained consistently high (95%). Stability, supporting teams, career development opportunities, interesting

assignments and impactful products that create social value were among things that employees appreciated the most about their experience with Yandex.

In 2020, we added a question on employee experience during the pandemic to find out whether they feel comfortable working remotely. 77% of respondents said that Yandex provided all necessary means to seamlessly adapt to the new conditions. In 2021, we are adding explicit questions on sustainable development and invite employees to share how important it is to them that Yandex carries out social and environmental initiatives.

As we acknowledge that the level of employee engagement also depends on how well the company keeps everybody informed, we hold weekly 'khurals', live broadcasts for all Yandex employees discussing the salient news and updates, key launches and upcoming events.

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87% actively engaged employees in 2020

70% of employees completed the engagement survey in 2020

Percentage of Affirmative Responses

The survey includes over 10 questions. The charts only show responses to the key ones that were consistent over a three-year period.

"I enjoy working with Yandex"
- 95%
- 96%
- 92%

"I believe that Yandex develops a lot of cool products and services that bring value to users and local markets"
- 98%
- 97%
- 98%

"I have a great team"
- 93%
- 92%
- 87%

"I feel like I'm growing professionally working with Yandex"
- 84%
- 83%
- 83%

"At Yandex, I can openly voice my opinions and be heard regardless of job levels and seniority of peers I communicate with"
- 83%
- 82%
- NA

● 2018   ● 2019   ● 2020

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[140] The engagement survey consists of a number of questions aimed to measure employee's overall job satisfaction at Yandex, the most important work characteristics, and the physical and emotional well-being of employees. The list of questions changes slightly from year to year. In 2020, 73% of executives and 69% of specialists of all job levels and functions were surveyed, including those who had been with Yandex for over three years as well as relatively new employees (with up to two years of experience in the company). Additionally, the survey covered 94% of interns. In 2019–2020, the general level of engagement was roughly the same (86–87% actively engaged employees). In 2018, it was slightly lower (72%). This is due to the fact that the format of the survey was different prior to 2019: to answer survey questions, a five-point scale was used. These answers were interpreted rather conservatively (employees who rated above the average were not considered actively engaged). In 2019, the five-point scale was replaced with specific answers: Agree, Somewhat agree, Somewhat disagree, Disagree, and Not sure. This allowed for a more exact interpretation of employee responses. For more information about the survey, refer to the ESG Data Tables section.

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Performance Review and Compensation

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Yandex employees undergo performance reviews twice a year. The results are used to determine pay raise and bonuses and set new performance goals for the next six months. In 2020, 100% of employees received performance reviews.

All evaluation criteria are consistent across departments and jobs to ensure a transparent and predictable compensation structure. Managers evaluate key achievements as well as work ethics, e.g. determination with which the job has been done, critical thinking, problem solving and the ability to meet deadlines. To ensure objectivity, they are required to present the reasoning behind grades they give to both the reviewees and senior management.

Regular feedback helps employees understand what they need to work on to drive their professional growth forward. Once grades are revealed, everybody is encouraged to speak up and share whether they agree with their evaluation and request clarification of performance goals for the next six months.

Our standard compensation system is made up of salaries, performance-based bonuses and social benefits, while a number of employees also receive equity-based awards.

For more information about social benefits, refer to the Employee Social Benefits and Comfortable Working Environment section.

An employee's salary is determined during the recruitment process, for which HR analytics tools are employed, and can be revised based on the results of performance reviews. Variable pay, including bonuses and equity-based awards (see next page for more details), are also performance-based: the better the assessment, the higher the reward. Almost 100% of employees received variable pay in 2020.

3–5% is the gender pay gap among developers based on the most common job levels (the imbalance favors women for some job levels)

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Equity Incentive Plan

Yandex is among a few Russian companies that has made an Equity Incentive Plan, a popular form of compensation for tech employees in some markets, available for participation to a wide range of employees. Through the Plan, employees can receive equity-based remuneration in the form of options, share appreciation rights, restricted shares, restricted share units (RSU), and other types of awards.

RSUs are the principal form of incentive instrument we grant. These entitle participants to receive a fixed number of Yandex's Class A shares at no cost, subject to vesting over time during which an employee gradually receives full ownership of the shares. The vesting period is usually four years, during which the employee must continue to work for the company. The number of RSUs granted is determined based on employee's job level and performance results.

These awards will always have some value, which will increase in line with the performance of the trading price of our shares. We believe these awards provide significant retention and incentive value and serve to align the interests of our team and our public shareholders.

The share of RSU recipients by region is presented in the ESG Data Tables section.

69% of all men ever employed by Yandex have participated in the Plan

42% of all women ever employed by Yandex have participated in the Plan

Over 50% of Yandex employees participated in the Equity Incentive Plan in 2020
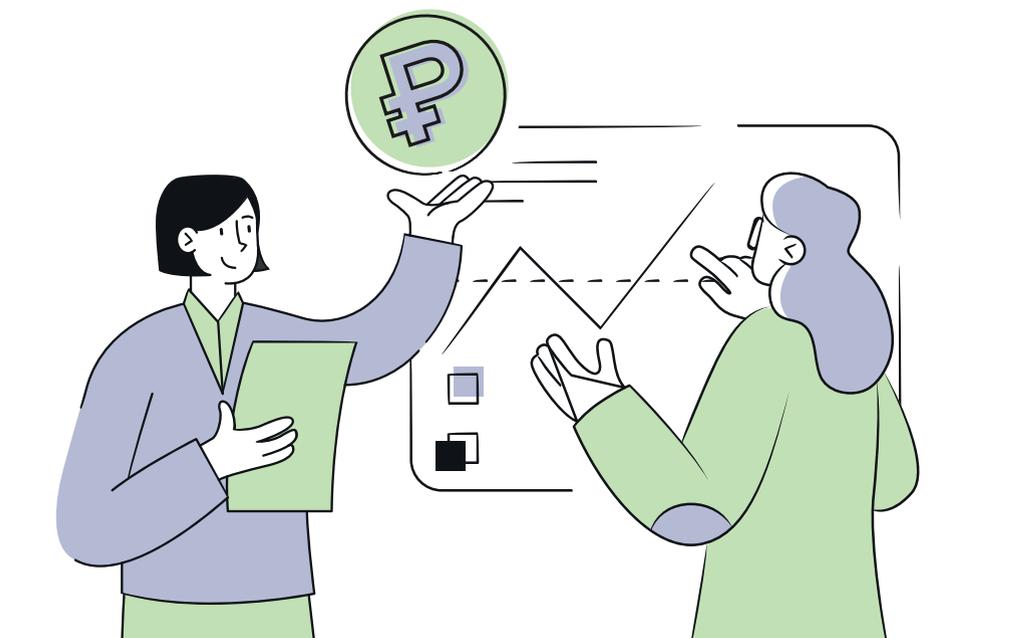
3 8 Employee Health and Safety

We care about the well-being of our employees, encourage a healthy lifestyle, and ensure safe working conditions.

Employee Healthcare

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403-6

We provide our employees with voluntary health insurance that covers a wide range of medical services, and international travel insurance[141] starting from their first month of employment. Under the voluntary health insurance program, annual medical check-ups are provided to all employees, along with dental care, laser vision correction (when there are medical grounds for it) and an extended maternity program that far exceeds the coverage offered by the public healthcare system. Employees can also take out health insurance policies for their spouses and children at discounted corporate rates starting their first day at work,[142] who also receive international travel insurance as a bonus.

We have in-office doctors, massage therapists, and psychologists; fitness, yoga, and dance studios; and pool and table tennis areas for active breaks.

As most jobs at Yandex do not involve a great deal of physical activity, we invite our employees to take part in various sports programs to help them maintain a healthy lifestyle. We have hired a full-time trainer at our central office who runs the corporate sports club. Employees are free to choose from a wide range of sporting activities, including functional and interval training programs, dance, stretching classes, and much more. Lockdown made keeping active even more difficult. To remedy this, we launched online workouts that were attended by 2,600 unique participants.

Being comfortable at work is just as important as being healthy, so we give our employees free rein to set up their work areas to their liking. For example, they can opt for a standing desk or choose a more comfortable chair.

[141] These benefits are available to full-time employees.
[142] Yandex covers 80% of the total cost of the basic insurance program for spouses and children, and the remaining 20% is deducted from the employee's monthly salary in equal installments until the end of the insurance period.

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Protecting Our Employees during the Pandemic

We put measures in place to protect our employees' health as soon as the pandemic broke out.

We canceled all business trips and events and moved the entire team to remote work in March. We updated our health insurance policies to include telemedicine services from Yandex.Health (an application and website for online doctor consultations). For those who had to visit the office, we offered free taxi and Yandex.Drive carsharing rides to and from work.

All offices were regularly disinfected and equipped with hand sanitizers. All visitors were required to have their temperature checked before entering the building. Social distancing measures were strictly enforced at all of our offices.

Some team members were permitted to work from the office starting in September 2020. They had to take regular PCR tests[143] to reduce the risk of COVID-19 transmission. Employees could take PCR tests for free in the office or at partner clinics and other laboratories (in which case we reimbursed the cost of the tests up to RUB 3,000).

[143] Polymerase chain reaction (PCR) is a laboratory diagnosis method that detects the presence of a virus in the body.

Occupational Health and Safety Management

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Health and safety (OHS) issues are managed by the OHS function as well as designated safety officers assigned to specific physical assets or business units that require special oversight.[144] While the duties are segregated, the responsibility is always the same: to ensure a safe workplace for all employees,[145] i.e. to minimize injuries and risks to employees' health. The Yandex Board of Directors and senior management are involved throughout the OHS management process and regularly discuss issues related to the health and safety of employees.
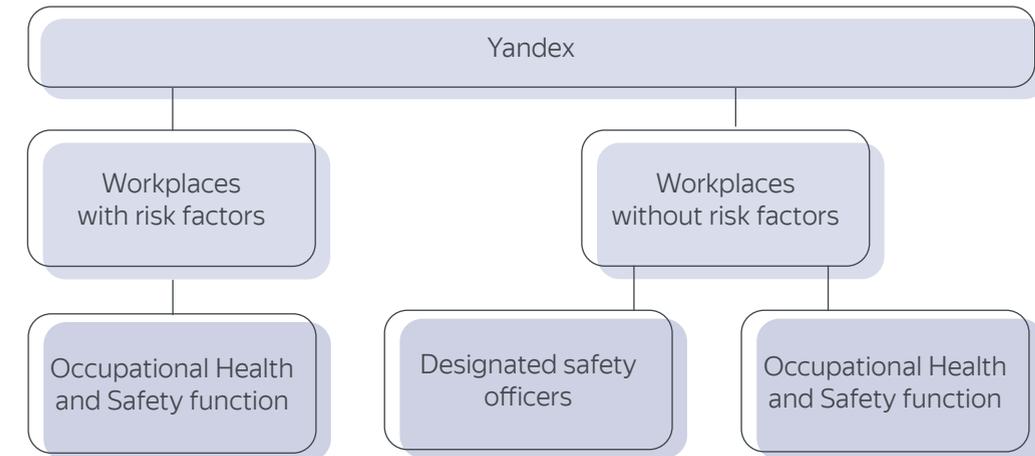
[144] The Occupational Health and Safety function is responsible for two data centers in Moscow (in Ivanteevka and Mytishchi), the Yandex.Lavka service (classified as a workplace with risk factors), as well as Yandex offices (classified as workplaces without risk factors). Designated safety officers are responsible for large data centers (in Vladimir and Sasovo), Yandex.Experiments LLC, the Yandex Self-Driving Group and Yandex.Market business units. They report to Chief Technical and Executive Officers of the respective business units.

[145] The occupational health and safety management system covers 100% of employees.

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Safety officers conduct risk assessments of workplaces that are deemed to have risk factors. The type of assessment and its frequency depend on the business process that is being evaluated. For example, the Self-Driving Group, which deals with the safety of test drivers, holds weekly meetings with management to discuss accidents (if there were any that occurred that week) and determine risk mitigation procedures. The Group now focuses on the implementation of safety measures associated with the release of self-driving cars and the prevention of recurring incidents. A separate risk analysis is performed if there are any significant changes to current processes or when new processes or products are introduced.

For more details about how Yandex ensures safety across its services, refer to the About Users and About Service Partners chapters.
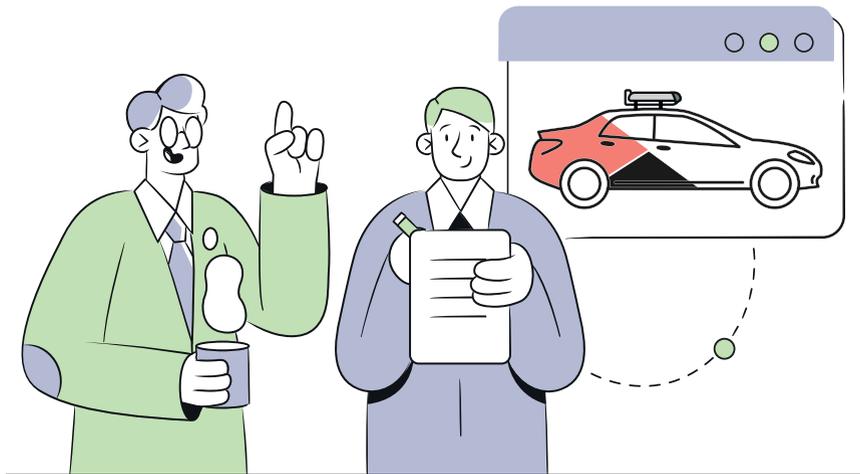
Occupational Health and Safety Training

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All Yandex employees and business support team members must complete mandatory occupational health and safety training, and are invited to pass regular knowledge checks. OHS guidelines and other related materials are always available on the corporate intranet.

The training course is designed by safety officers to ensure that it accommodates specific needs of various business units and covers business-specific topics. It introduces employees to safe working practices and emergency response procedures, among other topics, and is facilitated by experienced subject-matter experts.

We keep expanding our OHS training which results in growing number of people covered. A total of 27,723 employees and business support team members received training in 2020, up by a third compared to 2019 and more than double the number trained in 2018 (which also reflects the increase in the headcount and the number of business support team members).

Number of Employees Trained, Persons

Year	Persons
2020	27,723
2019	21,339
2018	13,469
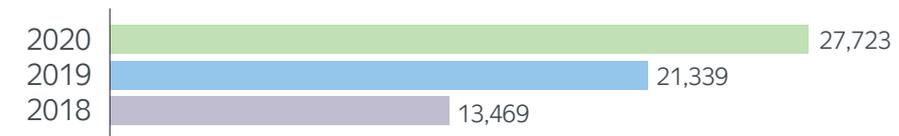
The number of people who received mandatory OHS training, including Yandex employees and business support team members.

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In some business units (such as the Self-Driving Group), employees must be able to validate their knowledge of safety procedures by taking theory tests and practical assessments[146] at test sites before being admitted to operate self-driving cars.

Injury Rates

103-3 Although our key operations do not involve any hazardous processes akin manufacturing or construction, we remain fully committed to minimizing risks and preventing accidents and injuries in the workplace. We regularly assess workplace safety risks across all our business units and provide PPE[147] to employees who may be exposed to such.

403-9
403-10 We investigate every incident as required by law. There were no cases of workplace injuries or occupational diseases in 2020.
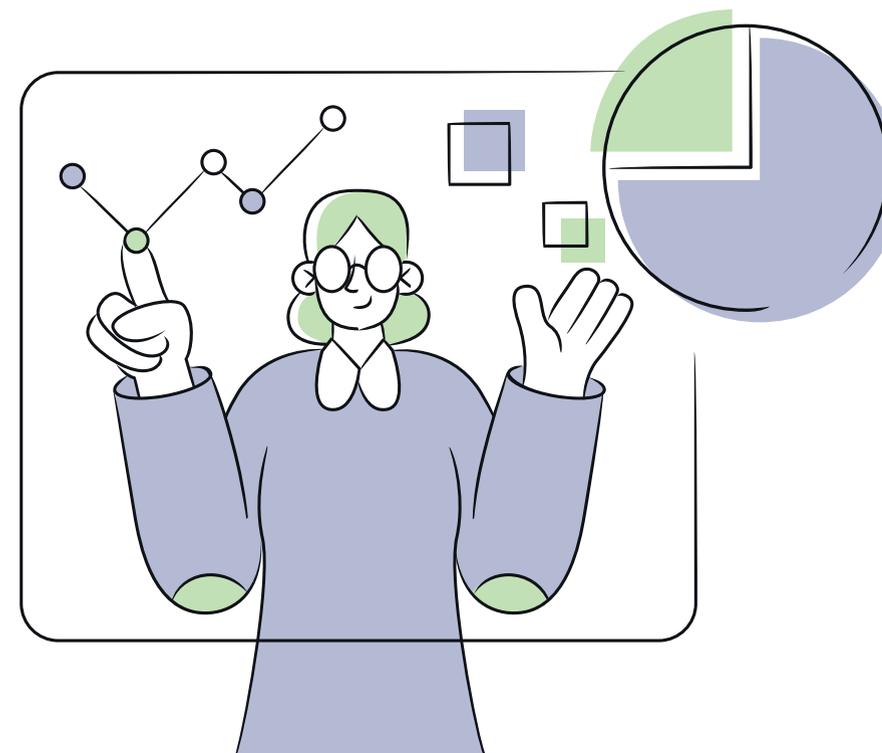
[146] Test and assessment results are also used to analyze individual or group dynamics, which helps confirm the effectiveness of training materials.
[147] Personal protective equipment.

About Corporate Governance

Governance Structure
Sustainability Governance
Sustainability Risk Management

Governance Structure

As this is our first sustainability report, we would like to give a detailed overview of our corporate governance framework. Yandex N.V. was incorporated in the Netherlands. Its core business is in Russia and its shares are traded on NASDAQ[148] and the Moscow Exchange. We have a developed a corporate governance framework that is specifically tailored to the markets in which we have our principal businesses and the broader social context in which we, like all big tech companies globally, operate. We describe the key features of this framework below.

102-18 **Yandex's corporate governance system has the following structure:**

Stichting Foundation (Netherlands)

Volozh Family Trust

Other shareholders

Public Interest Foundation

Executive Directors (CEO and Deputy CEO)

Non-Executive Directors

General Meeting of Shareholders

Yandex LLC

Board of Directors

Yandex N. V.

Audit Committee: Quality control of the company's financial statements and accounting processes, oversight of the independent auditors, effectiveness of risk management, internal controls, and corporate governance processes and other functions

Compensation Committee: Compensation of senior management and other matters relating to employee compensation and performance evaluation

Nominating Committee: Recommending candidates to the Board for election at the General Meeting of Shareholders

Investment Committee: Advising the Board and management on potential corporate transactions including strategic investments, M&A and asset disposal

Corporate Governance Committee: Developing and recommending a set of corporate governance guidelines to the Board, making recommendations regarding the composition of certain committees, overseeing the company's policies and initiatives with respect to environmental, social and governance matters

Public Interest Committee: Specific matters relating to access to IP, personal data and performing certain types of transactions

Internal Audit Office

102-22   More information about Board committees and committee charters can be found here.

[148]   The National Association of Securities Dealers Automated Quotation (NASDAQ) is a leading US stock exchange.

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The General Meeting of Shareholders

Our highest governance body is the General Meeting of Shareholders. Our share capital consists of different classes of shares that provide shareholders with different levels of voting rights:[149]

- Class A Share = one vote
- Class B Share = 10 votes
- Priority Share = 100 votes in the General Meeting, and certain limited and targeted governance rights.

The Priority Share is held by the Public Interest Foundation (the Foundation), which was registered in March 2020 in accordance with a decision of the General Meeting of Yandex Shareholders held on 20 December 2019.[150]

Shareholder Structure

Economic Ownership

86.7%
12.6%
8.7%
3.9%
0.7%

Voting Power

45.5%
52.5%
45.6%
6.9%
2.0%
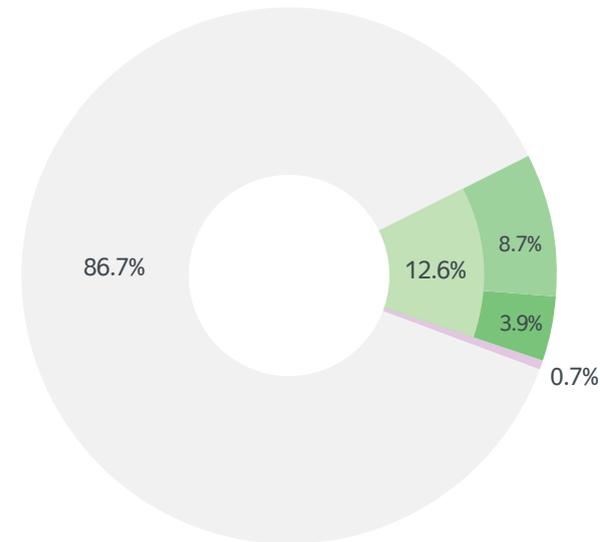
● Principal pre-IPO Shareholders, Directors, Officers and Employees
● Volozh Family Trust
● Other Directors, Officers & Employees
● Other pre-IPO Shareholders
○ Public Investors
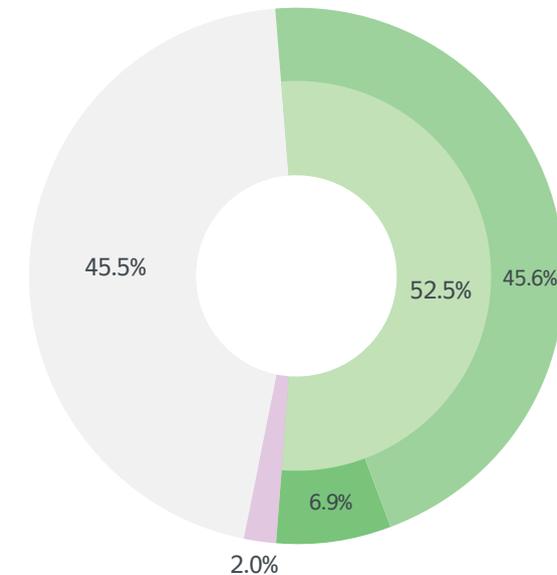
The total number of shares issued and outstanding as at December 31, 2020 — 354,210,533 (excluding 1,928,621 Class A shares held in treasury[151] as a result of Yandex's share repurchase program).

Pursuant to the automatic conversion feature of the Class B Shares into Class A Shares, Class B Shares held by the Volozh Family Trust would not automatically convert until the end of a period of two years following the Mr. Volozh's death, at which point the shares will automatically convert into Class A Shares. Also, all of the Class B Shares currently held by Mr. Volozh and the Volozh Family Trust are now locked up, meaning they may not be sold prior to January 1, 2022.

[149] We also have authorised Class C shares, which exist for technical purposes in connection with the conversion of Class B to Class A shares.

[150] More information on the results of the Extraordinary General Meeting of Shareholders of 20 December 2019 can be found in a Yandex [press release](#).

[151] Treasury shares are shares bought back by the issuing company; treasury shares have no voting rights and are not entitled to receive a dividend.

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The Public Interest Foundation

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A Public Interest Foundation was established as part of the restructuring of Yandex's corporate governance system. Its establishment was necessitated by the need to strike an appropriate balance between the interests of the company and those of society, e.g. the processing of the personal data of Russian users and the management of the company's intellectual property.

The Foundation holds the Priority Share, which gives it the right to nominate two designated directors to the Yandex Board out of a total of 12 directors (refer to the next page for more information on designated directors). The Priority Share also gives the holder a say in decision making on a limited and clearly defined list of matters. Such decisions include, for example, the approval of transactions that would consolidate more than 10% of voting shares or equity in a single entity, the transfer of

significant intellectual property, the company's internal policies on the protection of personal data and non-anonymized big data of Russian users, and potential partnerships between the company and foreign governments. The Foundation has no authority over other operational, strategic and economic matters relating to Yandex's business.

The Foundation is governed by the Foundation Board, which has 11 members, including three representatives from the Yandex management team,[152] representatives from five Russian universities (HSE, MIPT, MSU, SPbU, and ITMO University)[153] with which Yandex carries out joint educational and scientific research projects, and three directors of non-governmental organizations (the RSPP,[154] the Moscow School of Management SKOLKOVO, and the Foundation to Support Moscow State School 57) of which Yandex has been a longstanding partner.

The Foundation advises the Board when matters of national importance and sensitive matters are on the table. In exceptional cases of the Board's deliberate incompliance with the Foundations advice or the approval of an action that puts national security at risk, the Foundation is entitled to initiate the temporary replacement of the General Director of Yandex LLC until the situation has been resolved. These are the events of a Special Corporate Situation (which may be triggered by improper actions taken by Yandex N.V. when electing Designated Directors (read more about them on the following page) or actions of the Public Interest Committee) or a Special Situation (related to matters of national security and social stability). The grounds for declaring these situations and the sequence of actions that follows are described in detail in the entities' constituent documents.

More information can be found in the Shareholder Circular.

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[152] CEO Arkady Volozh, Deputy CEO of the Yandex Group Tigran Khudaverdyan, and General Director of Yandex LLC and Director of HR Elena Bunina.
[153] The Higher School of Economics National Research University (HSE), the Moscow Institute of Physics and Technology (MIPT), Lomonosov Moscow State University (MSU), St. Petersburg University (SPbU), and the St. Petersburg National Research University of Information Technologies, Mechanics, and Optics (ITMO).
[154] The Russian Union of Industrialists and Entrepreneurs (RSPP).

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Board of Directors

103-2 The Board of Directors (the Board) is the company's key management body; its membership consists of two executive directors (the CEO and Deputy CEO) and non-executive directors. The executive directors are responsible for operational matters and the non-executive directors exercise general oversight over the company. Two non-executive directors are 'Designated Directors' who are nominated following a special procedure and must be proposed as candidates for election to the Board by the Foundation. The Designated Directors on the current Board are Alexey Yakovitsky and Alexey Komissarov.

102-23 A maximum of 12 people can sit on the Board of Directors. As at the date of this report, the Board has 10 directors. All eight non-executive directors, including the Designated Directors, are also independent directors. The Board is chaired by John Boynton, an independent director.

More detailed information about Yandex's Board of Directors can be found here.

Composition of the Board of Directors

102-22

Name		Director or Executive Officer Since	End of Current Term of Office
John Boynton (Chairman since 2016)	NE I	2000	2021
Arkady Volozh	E	2000	2024
Tigran Khudaverdyan	E	2019	2022
Charles Ryan	NE I	2011	2022
Alexander Voloshin	NE I	2010	2022
Rogier Rijnja	NE I	2013	2022
Esther Dyson	NE I	2006	2021
Ilya Strebulaev	NE I	2018	2021
Alexey Komissarov	NE I D	2020	2023
Alexey Yakovitsky	NE I D	2020	2023

NE — Non-executive, E — Executive, I — Independent, D — Designated

Committee Membership

Name	Audit Committee	Compensation Committee	Nominating Committee	Investment Committee	Corporate Governance Committee	Public Interest Committee
John Boynton (Chairman since 2016)	○	○	○	○	●	
Arkady Volozh				○		●
Tigran Khudaverdyan						
Charles Ryan	○			●		
Alexander Voloshin			○		○	
Rogier Rijnja		●	○			
Esther Dyson		○	●	○	○	
Ilya Strebulaev	●					
Alexey Komissarov			○			○
Alexey Yakovitsky						○

● — Chairperson, ○ — Member

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When determining whether directors meet the independence criteria, we apply the independence requirements of the NASDAQ exchange, where our shares are listed. As a company incorporated in the Netherlands, we must also abide by the Dutch Corporate Governance Code, which stipulates a 'comply-or-explain' principle, among others. Since we meet NASDAQ requirements, we are permitted to deviate from some of the rules of the Dutch Corporate Governance Code.

According to the NASDAQ rules, the key indicator of independence is that directors must not have relationships inside or outside a company that would impair their independence, i.e., their ability to make balanced and objective decisions. The question of whether a director ceases to comply with the aforementioned criteria is raised if circumstances arise that indicate otherwise. Moreover, the duration of a member's tenure on the Board of Directors does not preclude a determination of independence under the NASDAQ rules.

Nomination and Selection of Board Members

102-24   Our Articles of Association contain a number of criteria that normally apply to candidates up for nomination to the Board of Directors as non-executive directors, including the absence of conflicts of interest with the company. The Nominating Committee Charter establishes more detailed requirements for the candidates' professional competencies. For instance, candidates should have an impeccable reputation and appropriate experience and expertise in global technology. They should have knowledge of the industries in which Yandex operates, understand the interests of various stakeholders, and demonstrate the ability to take these interests into consideration when making decisions, all while adhering to high ethical standards.

We believe that Board diversity is incredibly important. The Committee Charter states that the Board should strive to achieve an appropriate mix and balance of nationalities in light of the geographical footprint of our operations. Our stakeholders often tell us that we do not have enough women on the Board and we should increase their representation. We have acknowledged this feedback and will work to improve in this area going forward.

102-27   The backgrounds and qualifications of the directors, considered as a group, must provide the breadth of experience, knowledge, and abilities required to assist the Board in fulfilling its responsibilities. This principle is enshrined in the Nominating Committee Charter.

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Members of the Board are elected by the General Meeting of Shareholders. Other candidates (including those up for re-election) are first considered by the Nominating Committee, and then (if the candidate is recommended) by the Board. The Board may consent to the nomination of a candidate even if the candidate does not meet some of the selection criteria. This is only permitted if the company's reputation will not be harmed or its interests contravened, and provided that the potential director possesses a unique set of competencies. Once a candidate has secured a recommendation from the Board, they are nominated for election at the General Meeting of Shareholders.

More information about the nomination process, including the details regarding the nomination of different classes of directors, can be found in the Shareholder Circular.

The Board is not elected in its entirety on a regular basis. Instead, the composition of the Board is rotated as and when the tenure of each member expires. Since 2019, Board members can serve for a maximum of four years, after which the director may be re-elected. The Annual General Meeting of Shareholders either re-elects directors whose tenures have expired or elects new candidates to vacant positions, clearly indicating their term of office. This is a common practice in many companies, which, among other things, ensures continuity in the Board of Directors.

Compensation of Board Members and Senior Management

`102-35` `102-36` `103-2` `103-3`
In 2016, the Annual General Meeting of Shareholders approved the Equity Incentive Plan and General Guidelines for Compensation of the Board of Directors, which Yandex follows to this day.

The compensation of Board members consists of a cash component and equity incentive awards. This system was developed by the Compensation Committee in accordance with the General Guidelines for Compensation. The cash component is the standard annual remuneration for all Board members and for the Chairman of the Board. Equity incentive awards are also the same for all Board members, with additional grants issued to the Chairman, committee chairpersons and committee members.

Management remuneration comprises a fixed salary, performance-based bonuses, and equity incentive awards issued on the recommendation of the Compensation Committee and based on the decision of the Board. Equity incentive awards usually have a vesting period of several years and can be exercised on the basis of a specific schedule or on other conditions as determined by the grant program's administrator (the Compensation Committee or the Board). Executive Directors of the company who are also members of the Board do not receive additional remuneration other than their salary and grants.

The variable pay (bonuses and equity-based grants) of the company's senior management[155] is tied to such KPIs as revenue growth and the adjusted EBITDA of Yandex Group as well as of key business streams (include e-commerce,

[155] Chief Executive Officer, Managing Director, Chief Financial Officer, heads of two key business groups — Search, advertising and cloud services business group and the e-commerce and RideTech business group.

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Yandex.Plus, and others). Service-specific operational KPIs (e.g. DAU, number of paying subscribers, market share growth, unit economics) are set for heads of key business units. In the fourth quarter of 2020, the Company also granted performance share unit (PSU) awards, which entitle the recipient to receive a number of Class A shares at no cost based on the satisfaction of both time-based and performance-based criteria. The performance criteria in respect of the PSU awards granted in 2020 are the total shareholder return of Yandex Class A shares compared with the total shareholder return of the companies in the Nasdaq 100 index over the applicable measurement period, and the PSU awards entitle the participant to earn up to 250% of the target number of PSUs granted, based on such performance. The holders of RSUs and PSUs have no rights to dividends or dividend equivalents.

The performance-based variable pay generally accounts for more than 80% of top managers' compensation. Such compensation scheme aligns the interests of management bodies with those of Yandex shareholders, as senior managers and Board members also become Yandex shareholders.

103-3 As our financial and operating results reflect our performance across various aspects of sustainable development, the existing KPIs for senior management, albeit not formally integrating ESG metrics, are inextricably linked to ESG activities. ESG metrics are monitored at the operational level along with key business indicators.

102-25 ## Managing Conflicts of Interest

As per the Board Rules, a director must not be involved in discussions or decision-making on matters that they have a direct or indirect personal interest in, which conflicts with the interests of Yandex and its business. Decisions on such matters must be made without the input of a director in this position. Transactions in which there are conflicts of interest, must be agreed on terms that are customary for the respective industry and be approved by the Board. Related party transactions must be reviewed and approved by the Audit Committee.

103-3 Yandex directors must complete annual questionnaires that include questions on conflicts of interest, membership in management bodies, and ownership of shares in other organizations. They must also disclose information about their affiliates. This enables us to identify transactions with related parties well in advance and apply the necessary procedures before approving them.
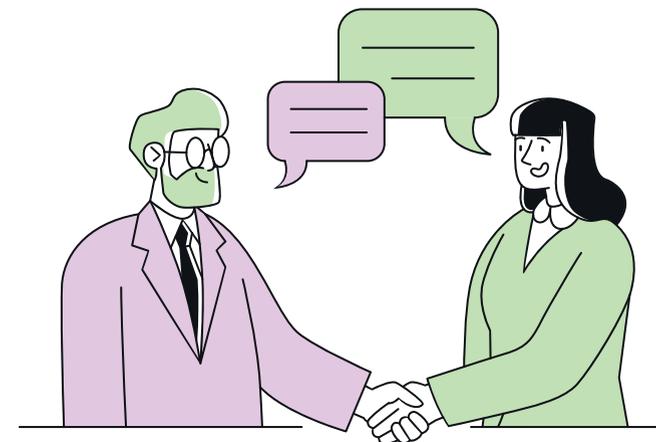
Sustainability Governance

In line with international best practices, we are developing a sustainability governance framework and a system to manage the associated environmental, social, and economic risks.

Sustainability Governance Framework

102-18
102-26
102-29
We began to address social and environmental issues a long time ago, and have been working hard over many years to embed the highest standards of corporate governance across our business. However, we only started systematically engaging with a broad range of stakeholders (including shareholders and investors) on ESG topics relatively recently. The Board instructed the Corporate Governance Committee to oversee the development and implementation of ESG policies and practices at Yandex. These competencies have been defined in the committee's Charter. The committee is chaired by John Boynton, the Chairman of the Board.

102-31
102-27
ESG matters are now regularly reviewed and discussed at length and in detail at the committee level. Reports on the committee's activities are submitted for the Board's review on a regular basis. The Yandex Board has an exceptional mix of competencies, including expertise in sustainability, which ensures its effectiveness. To improve the quality of discussions about ESG matters at committee and Board meetings, managers responsible for respective business areas are invited to participate.

102-19
Managers keep Board members up-to-date about progress in various areas, e.g., the results of engagement with stakeholders, their interests and concerns, and action plans and projects that have been launched or are being developed. These matters are then discussed and Board members give their feedback. Managers can also propose candidates to lead these initiatives.

102-20
102-26
102-32
Senior managers play a central role in the process of improving sustainability practices at Yandex: they approve new initiatives, discuss plans and their implementation with the heads of Yandex services and business units, evaluate the impact of current projects, arrange experience sharing between teams, and approve the sustainability report (as of 2020). Senior managers oversee specific focus areas and initiatives. For example, such issues as information security, data privacy, quality of content are overseen by the CEO, Deputy CEO and heads of business units. Elena Bunina, General Director of Yandex LLC and Director of HR, oversees HR-related matters and the Yandex Educational Initiative, as well as ethics and compliance agenda along with the CFO (with whom she sits on the Ethics Committee). We hold strategic training sessions for senior managers on various aspects of sustainability to help them develop additional competencies.

102-19
The Investor Relations Group is the center of expertise for sustainable development at the operational management level. We created the position of Sustainability Manager within the Group in 2020, whose core responsibilities include identifying areas where sustainability can be improved, coordinating and monitoring ESG initiatives carried

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out by business units, facilitating knowledge sharing between the teams involved, interacting with investors and stakeholders on ESG matters, and communicating the results of our sustainability activities, including in sustainability reports.

The heads of Yandex services and business units are responsible for integrating sustainability practices into business processes. Together with their teams, they work to unlock the social value of Yandex services, make them more environmentally responsible, and find new ways of using technology to benefit society and the environment. Teams share their progress at weekly 'khurals' (live broadcasts of a company-wide catch-up) for all Yandex employees, where they can find out the week's highlights and hear about new product and service launches, team plans, and results, including those of sustainability initiatives.

Sustainability Risk Management

102-15
102-29
102-30
103-2
103-3

Yandex applies the three lines of defense model, with risk management occurring at the levels of business unit and service heads, senior management, and the Audit Committee of the Board of Directors. Managers and senior management manage risks within their day-to-day remit by taking part in risk assessments and implementing controls. The Audit Committee is responsible for reviewing and approving Yandex's risk management and assessment principles and for evaluating the effectiveness of risk management and internal control procedures.

The Three Lines of Defense Model

The Audit Committee of the Board of Directors

Senior management

First line of defense	Second line of defense	Third line of defense	External audit	Regulators
Operational management (process owners and participants, control procedure operators)	Risk assessment / Internal control	Internal audit		
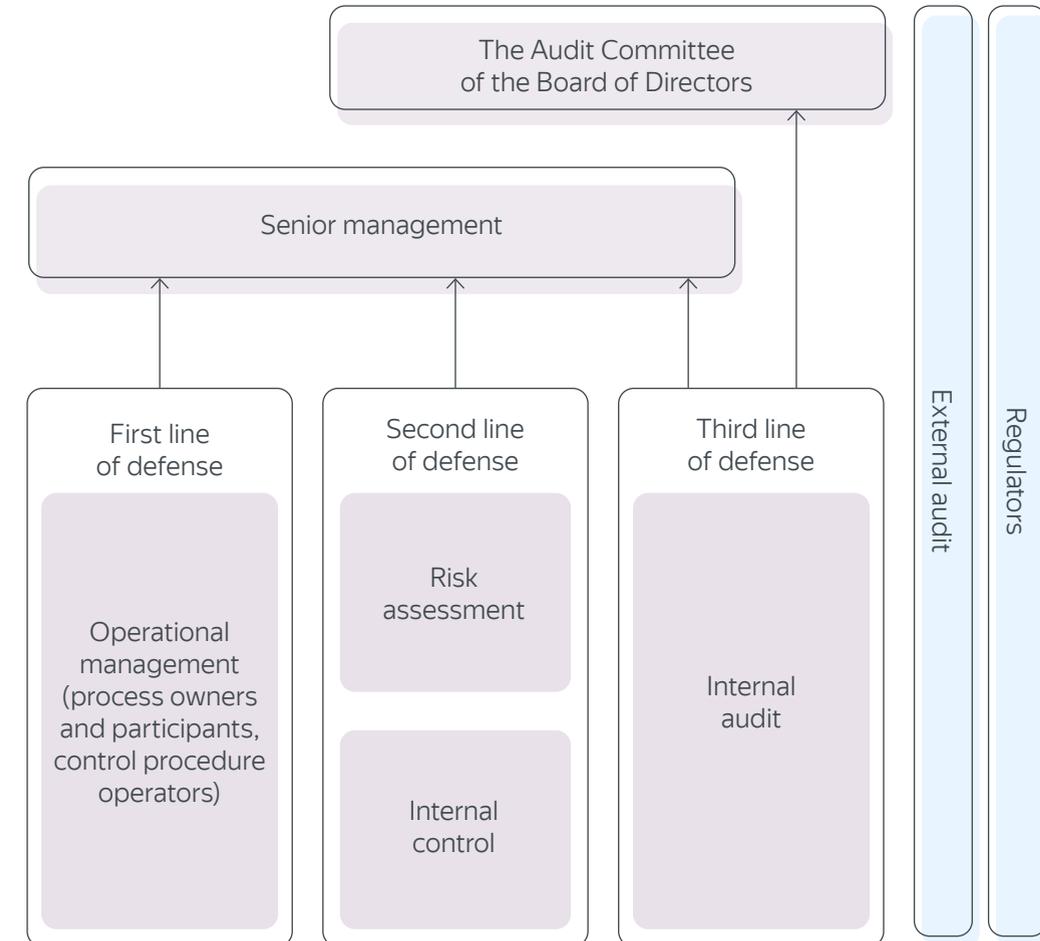
We have developed a corporate risk registry covering general risks and high-level specific risks relating to individual services. Risk assessment processes are coordinated by the Compliance and Risk Assessment Division, which is part of the Legal Department. The Division works with service heads to perform risk assessments on a regular basis. The risks assessed include both external (market, political, regulatory, social risks, etc.) and internal risks (infrastructure, security, HR risks, etc.). We also have risk matrices and financial reporting controls for key services to ensure strict compliance with the Sarbanes–Oxley Act (SOX),[156] which applies to Yandex as its shares are traded on the NASDAQ exchange.

A separate risk assessment is conducted for Yandex ISO and SOC IT certified services.[157]

More information about how Yandex services are certified in accordance with IT security standards can be found in the Information Security and Data Privacy section.

Going forward, we are planning to develop operational audits for business processes and re-assess risks for several core Yandex services.

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[156] Sarbanes–Oxley Act (SOX) established requirements for the financial reporting of companies that issued shares registered by the US Securities and Exchange Commission (US SEC).
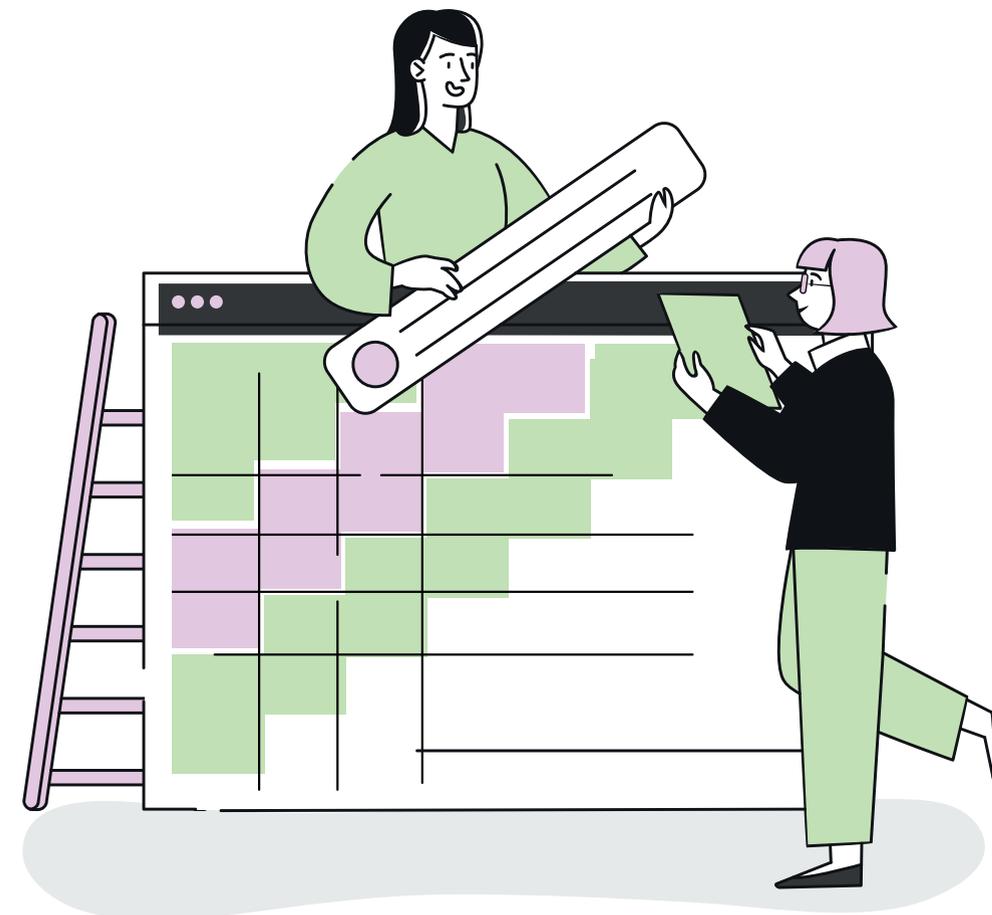
[157] The IT security standards developed by the International Organization for Standardization (ISO) and the Service and Organization Controls (SOC) standards developed by the American Institute of Certified Public Accountants (AISPA).

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Sustainability-Related Risks

More information on the risks identified by the company is available in 2020 Annual Report (page 5).

Scope	Brief description of risks	Risk mitigation actions
Ethics and Integrity		
Risks arising from deficiencies in the information security measures taken by the company	If Yandex's information security and personal data protection measures are insufficient, its products and services may be perceived as insecure. As a result, users and customers may reduce or stop their use of Yandex products and services, increasing the company's exposure to legal, financial and regulatory risks.	• Yandex implemented an information security risk management process specifically adapted for the requirements of ISO/IEC 27000:2018 and ISO 31000:2018. • Yandex has an Information Security Policy, Privacy Policy, Incident Management Policy and other documents which regulate information security. • All Yandex services are required to undergo regular certification audits. • All employees are required to complete mandatory training on personal data protection, data privacy and phishing awareness. • Yandex created the position of Chief Privacy Officer (CPO), who reports to senior management. For more information about risk mitigation actions, please refer to the Information Security and Data Privacy section.
The risk of non-compliance with legislation on the protection of intellectual property rights	Yandex may be prosecuted if it fails to comply with IP rights requirements, which may affect Yandex's brands, financial position, and performance. In particular, failure to comply with IP rights could result in costly litigation, and impede Yandex's ability to provide users with access to certain content and services, which would have an adverse effect on its competitiveness.	• Yandex joined an anti-piracy memorandum signed between Russia's leading IT companies and copyright holders. • Yandex rigorously enforces contracts with copyright holders. • The company's work in the open source ecosystem is regulated by internal documents: the Open Source Code Policy and the Guidelines for License Selection for Yandex Open Source Products. • Employees are trained on the fundamentals of IP protection whenever demand and service needs require that we do so. For more information about risk mitigation actions, please refer to the Intellectual Property section.

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Scope	Brief description of risks	Risk mitigation actions
Risks arising from the management of content placed on the company's platforms by third parties	Yandex may be prosecuted and its reputation may suffer if content placed on its platforms is illegal, untrue, harmful, defamatory, offensive, shows (or advocates for) violence, violates IP rights, advocates hatred and/or discrimination against people based on racial, ethnic, gender, religious, and social grounds, or contains other breaches.	• Yandex has the Regulations for Placing Advertisements as well as other guidelines related to ad placements. • All Yandex.Direct ads are moderated. Each YAN site must pass a multi-step moderation process and is subject to quality monitoring. • Yandex continuously improves search algorithms to shield users from inappropriate content. • Yandex cooperates with international organizations, such as the Internet Watch Foundation, which focuses on the removal of child abuse content from the Internet. • Every post on Zen is subject to moderation. All content on Zen must meet the platform's post quality and content standards. • Posts on Zen are also fact-checked by independent experts if they receive widespread coverage, a high number of complaints, or if the post covers a controversial topic. For more information about risk mitigation actions, please refer to the Ensuring Quality Content section.
The risk of contractors' non-compliance with legislation	Yandex expects all counterparties to comply with the Code of Business Ethics & Conduct, conducts due diligence, and reserves the right to carry out all necessary audits on counterparties. However, should these measures prove insufficient, Yandex may face significant reputational, legal, and financial risks.	• Yandex performs due diligence procedures for counterparties to verify their compliance with legislative requirements. • In some instances, Yandex conducts special on-site reviews. • Compliance clauses are included in contracts with counterparties. For more information about risk mitigation actions, please refer to the Business Ethics and Human Rights, Responsible Procurement sections, About Users, About Service Partners chapters.
The risk of non-compliance with anti-monopoly laws	Yandex may be prosecuted if it fails to comply with anti-monopoly laws, which may affect the company's brands, financial position, and performance.	• Yandex regularly monitors for potential anti-monopoly violations when making decisions throughout business processes. • Yandex obtains the required approvals from anti-monopoly authorities for all transactions and other actions that may affect competition. • Government relations, including compliance with anti-monopoly legislation and interaction with the Federal Antimonopoly Service (FAS Russia) are overseen by Elena Bunina, General Director of Yandex LLC. For more information about risk mitigation actions, please refer to the Business Ethics and Human Rights section.

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Scope	Brief description of risks	Risk mitigation actions
The risk of non-compliance with the requirements of the exchanges where company shares are traded	Yandex shares are traded on NASDAQ and the Moscow Exchange. A large number of investors can buy the company's shares. The company will be subject to fines if it fails to comply with the requirements of the US SEC, the Sarbanes-Oxley Act, or the listing rules of the Moscow Exchange, which may result in a decrease in the company's share price or the delisting of its shares.	• Yandex has risk matrices and financial reporting controls for key services to ensure strict compliance with the Sarbanes–Oxley Act (SOX). • The company also has a corporate risk registry covering general risks and high-level specific risks relating to individual services. • Risk management at Yandex occurs at the levels of business unit and service heads, senior management and the Audit Committee of the Board of Directors. For more information about risk mitigation actions, please refer to the Sustainability Risk Management section.
Risks arising from changes in the corporate governance structure	Even following the corporate governance restructuring adopted in late 2019, Yandex cannot be sure that its business will not become subject to new legislation that might ultimately be adopted with the goal of limiting foreign ownership or control of businesses in the sector. If Yandex's business becomes subject to, and is found not to be compliant with, any such legislation, the company cannot be sure that enforcement actions against Yandex or its business by the Russian authorities will not be imposed.	• Yandex continuously monitors regulatory changes. • Yandex regularly examines the effectiveness of the existing corporate governance structure. For more information about risk mitigation actions, please refer to the About Corporate Governance chapter.
Risks relating to joint ventures with third parties	Yandex strives to build trust-based relationships with its partners. At the same time, the company understands that doing business through joint ventures with third parties may entail risks, including ESG risks unrelated to the core business.	• Yandex performs due diligence procedures for all counterparties with which Yandex enters into a joint venture to verify their compliance with legislative requirements and the company's standards. • Yandex obtains the required approvals from anti-monopoly authorities for all transactions and other actions that may affect competition. For more information about risk mitigation actions, please refer to the Business Ethics and Human Rights section.

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Scope	Brief description of risks	Risk mitigation actions
Environmental Impact		
Risks related to low energy efficiency of company operations	Yandex is committed to using the most energy efficient technologies in its business support infrastructure and recognizes that failure to maintain high levels of energy efficiency may lead to additional costs and result in other operating risks.	• Yandex deploys the most advanced energy-saving and energy efficient technologies available at the time of construction. • Yandex employs various solutions to ensure rational use of resources at rented offices, fulfillment centers. • Energy efficiency metrics are regularly monitored and assessed. For more information about risk mitigation actions, please refer to the Environmental Responsibility section.
The risk of client preferences changing in favor of companies focusing on carbon footprint management	If Yandex fails to take into account stakeholders' growing interest in carbon footprint management, this could lead to reputational risks and adversely affect the company's financial position and performance.	• Yandex measures its direct and indirect GHG emissions (Scope 1 and Scope 2 emissions) and develops an action plan to measure GHG emissions generated by selected services (Scope 3). • Yandex services develop and carry out environmental initiatives that help reduce carbon footprint, e.g. introduce greener transportation for courier deliveries. For more information about risk mitigation actions, please refer to the Environmental Responsibility section.
The risk of non-compliance with environmental laws	Yandex may be prosecuted, fined, or its operations may be suspended as a result of administrative proceedings if it fails to remove waste in accordance with legal requirements or if its contractors fail to remove waste in accordance with their obligations.	• Yandex monitors compliance with all applicable environmental laws and monitors legal changes on a regular basis. • Yandex performs due diligence procedures for all counterparties to verify their compliance with legislative requirements. Waste disposal operators must also undergo a similar procedure. For more information about risk mitigation actions, please refer to the Environmental Responsibility section.
The risk of negative weather impact	Yandex is aware that extreme weather conditions (e.g., snowstorms, floods, and dangerous levels of air pollution) may force the company and/or its partners to suspend business operations, reduce working hours, impose limitations on business travel and partner/client visits for an extended period of time, and take other substantive measures. Natural disasters and other unforeseen circumstances in the regions where the company's data centers are located could result in service disruption if response measures are insufficient.	• Yandex has developed guidelines that must be followed in the event of emergencies caused by natural or man-made factors to ensure the continuity of business operations. • Yandex data centers have on-site power generation capabilities that can be used in the event of grid power outages.

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Scope	Brief description of risks	Risk mitigation actions
People Development		
The risk arising from the failure to attract, retain, and motivate skilled personnel	The departure of any key employee or the failure to attract, retain, and motivate skilled personnel may significantly affect the company's business, financial position, and performance.	• Yandex provides its employees with fair remuneration, which includes salaries, performance-based bonuses and equity-based compensation; a wide range of social benefits; educational opportunities; and a comfortable and safe working environment. For more information about risk mitigation actions, please refer to the About the Team chapter.
The risk of failing to support a culture of innovation	If Yandex fails to maintain a corporate culture that is focused on innovation and experimentation, this may affect its ability to retain skilled personnel, as well as its financial position and performance.	• Yandex has introduced a system of experiments whereby employees can launch new projects and obtain financing and other resources to implement them. For more information about risk mitigation actions, please refer to the About the Team chapter.
The risk of decreasing levels of satisfaction of drivers and couriers	If Yandex fails to pay attention to the social security and quality of life of drivers and couriers providing offline services through their partnerships with Yandex, this may lead to lower trust in the company, hinder the building of long-term relationships, and affect business operations, as well as financial performance.	• Yandex develops and carries out service partner support programs, which include loyalty programs, a benefit scheme similar to that of paid sick leave, and non-monetary incentives (e.g. a mentoring program). • Yandex services have a system of physical security measures to ensure the safety of drivers and couriers, including additional safety measures introduced during the pandemic. • Yandex works with deaf and hearing impaired drivers and couriers and helps them adapt to working as service partners. • Yandex monitors service partner satisfaction on a regular basis. For more information about risk mitigation actions, please refer to the About Service Partners chapter.

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Governance Structure   Sustainability Governance   Sustainability Risk Management

Scope	Brief description of risks	Risk mitigation actions
Quality of Life		
The risk of errors and failures in the internet infrastructure in the countries where Yandex operates	Any errors, failures, and disruptions in the delivery of products and services by third-party providers of core connections and equipment, as well as any regulatory restrictions on the use of the internet in Russia, may have a significant adverse impact on the company's brand, financial position, and performance.	• Yandex maintains infrastructure in the countries where it operates and continuously monitors conditions that may affect business continuity. • Yandex works closely with government authorities and the professional community on matters relating to the use of internet infrastructure. Yandex is engaged in the early stages of discussions of key issues and helps provide an assessment of the situation based on its expertise.
The risk of an inability to offer new or upgraded services/products to meet user needs	If Yandex fails to identify opportunities to launch and/or update services or products to meet the current needs of users, or if it fails to maintain service quality at an appropriate level and/or quickly modify products for use on the latest mobile devices, this may lead to user churn and have an adverse effect on the company's financial position and performance.	• Yandex pays close attention to user satisfaction and feedback, and welcomes suggestions and comments on product and service improvement. Each Yandex service has teams dedicated to the monitoring of these attributes. For more information about risk mitigation actions, please refer to the About Users chapter.
The risk of changing user, customer, partner and investor preferences in favor of socially responsible companies	If Yandex fails to account for stakeholders' growing interest in responsible business practices and the creation of social benefits, this may lead to reputational risks and have an adverse effect on the company's financial position and performance.	• Senior managers play a central role in the process of improving the sustainability practices at Yandex: they approve new initiatives, discuss plans and their implementation together with the heads of Yandex services and business units, evaluate the impacts of current projects. Senior managers also oversee specific focus areas and initiatives. • Yandex carries out the Educational Initiative, which combines over 30 educational projects targeted at a wide range of age groups and skills. • Yandex carries out the Helping Hand social program which offers free rides to people with reduced mobility and provides charities with free access to Yandex services to enhance their efficiency. • Yandex continues to enhance the accessibility of its services and applications. For more information about risk mitigation actions, please refer to the About Benefits to Society chapter.
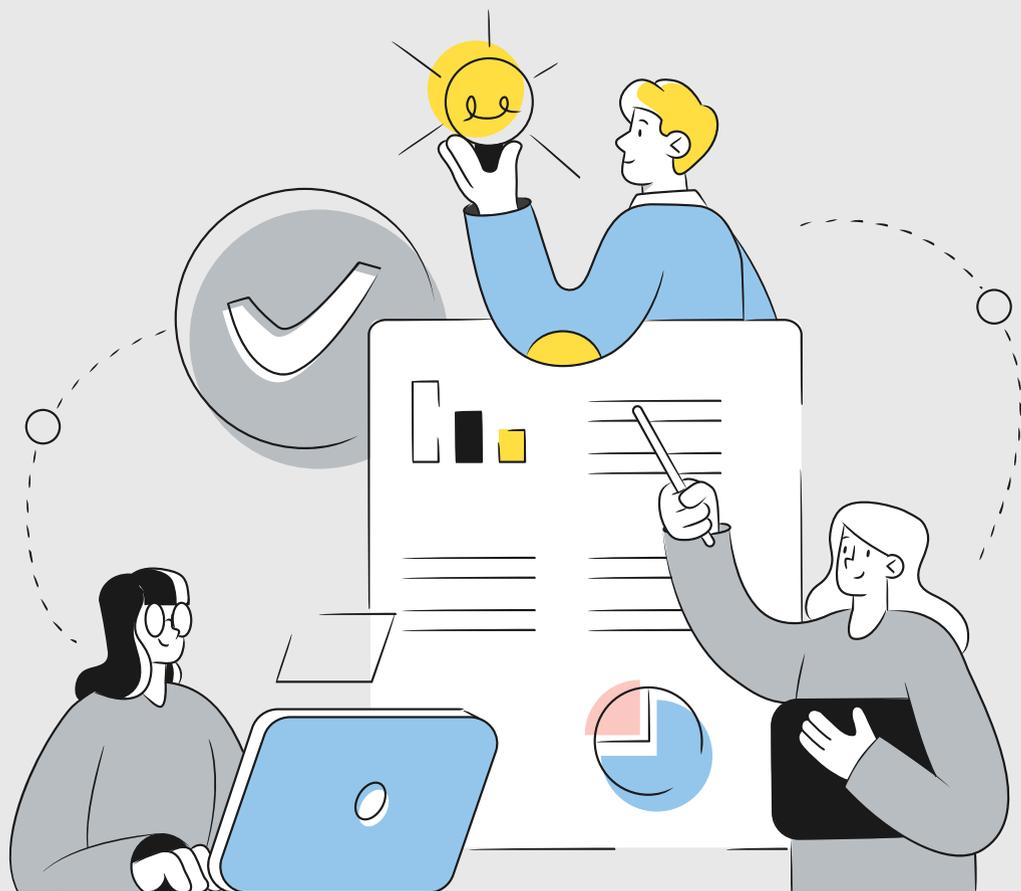
About the Report

Defining Sustainability Agenda and Material Topics
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About the Report

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This is Yandex's inaugural sustainability report. Now, readers can learn about our wide array of projects and their results in a single accessible report. This report also provides insight into our contribution to achieving the UN Sustainable Development Goals (SDGs), what drives us as a company, and how we see our role in society. We plan to publish a sustainability report every year going forward: our business is constantly evolving and disruptive innovations may be just around the corner. This is why we think it is essential to keep stakeholders informed about what we have achieved so that they can keep track of our progress.

This report is aimed at a broad audience: it contains both insights into various aspects of our operations and specific disclosures for professionals.

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The report was prepared in accordance with the **GRI Standards** (Core option) and integrates sector-specific standards from the **Sustainability Accounting Standards Board (SASB)**. We used the Internet Media & Services guidelines that apply to our line of business under SASB's industry classification system, as well as selected standards for the E-Commerce, Software & IT Services, Media & Entertainment, and Road Transportation sectors. As Yandex combines a broad variety of businesses, we decided to incorporate a wide spectrum of requirements. The report is published in both Russian and English.

- The data disclosed in the report covers the operations of the Yandex Group, i.e., Public Limited Liability Company Yandex N.V. and its subsidiaries, unless otherwise indicated.

- The information disclosed in the report covers the period from 1 January to 31 December 2020, unless otherwise indicated.

- Highlighted figures throughout the report present quantitative data as of year-end 2020, unless otherwise indicated.

- The terminology used to present quantitative data, as well as accounting categories, may differ from the terms and classifications specified in Russian laws regulating this area. The report uses terminology and classifications as defined in the GRI and SASB standards, unless otherwise indicated.

- This report contains forward-looking statements regarding our future business expectations and goals. All information provided in this report is as of the date hereof, and any forward-looking statements contained herein are based on assumptions that we believe to be reasonable as of such date. Forward-looking statements involve known and unknown risks, uncertainties, and other factors that may cause our actual results, performance, or achievements to be materially different from any future results, performance, or achievements expressed or implied by the forward-looking statements.

Defining Sustainability Agenda and Material Topics

102-46 This report is the logical continuation of the efforts we took in 2020 to streamline all our ESG initiatives. Shaping our sustainable development streams and defining material topics[158] of the report were part of a single process which consisted of several steps.

For more detailed information about our sustainability agenda, see the Our Sustainability Agenda section.

Firstly, key managers representing various divisions across Yandex (including business development, HR, ethics and compliance, risk management, information security, Yandex social projects, infrastructure management, procurement, customer support, public relations, and investor relations) formed a working group that collected information on our existing ESG programs and initiatives across a number of sustainability areas.

The second step involved an analysis of the environment in which we operate: best practices in the IT sector, the criteria that the investment community finds material for IT companies, both national and global sustainability agendas, and current and future technology trends that may enhance sustainable living.

[158] The GRI Standards require sustainability reports to disclose topics that are material to the company. Material topics must meet two conditions: firstly, they must be of significance to internal and external stakeholders; secondly, they must address areas where the company has a significant economic, environmental, and/or social impact.

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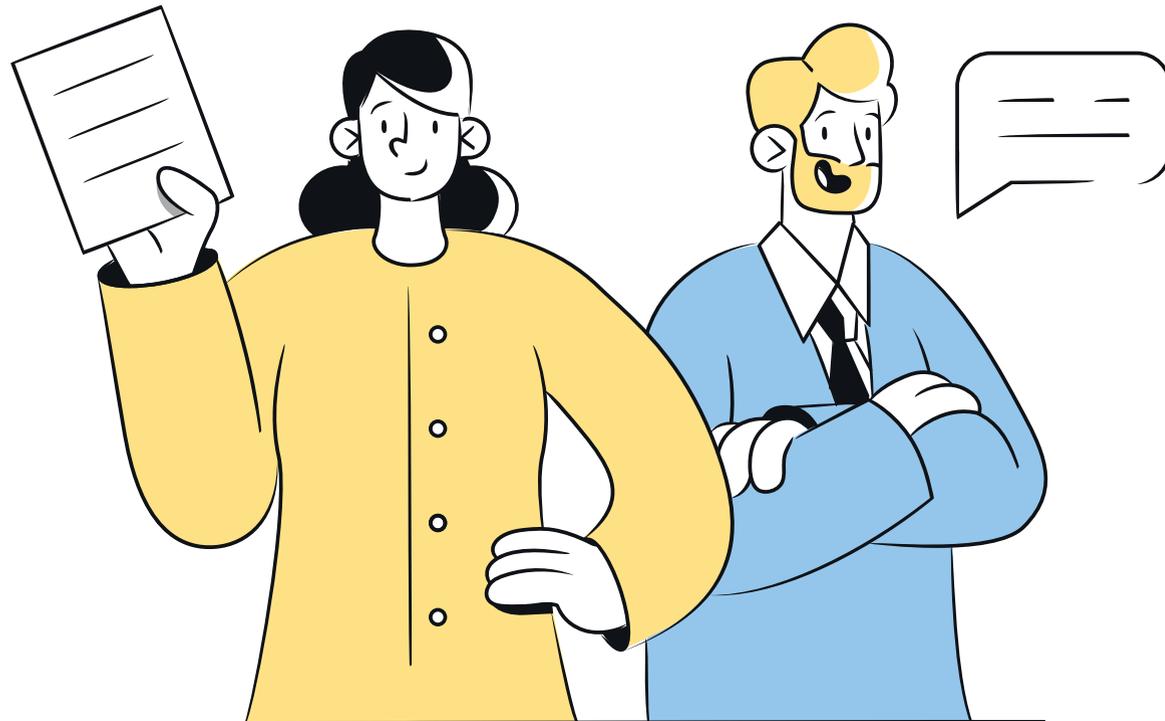
The next step was to collect feedback from those who shape our business in one way or another: employees,[159] senior management and Board members, users, clients, partners,[160] and investors. We engaged over 300 representatives of various stakeholder groups and asked them to share what they expect of our sustainability activities. We also relied on feedback from over 1,300 customers and partners that was taken as part of regular surveying, which allowed us to identify areas of high satisfaction and those where respondents felt Yandex could do more.
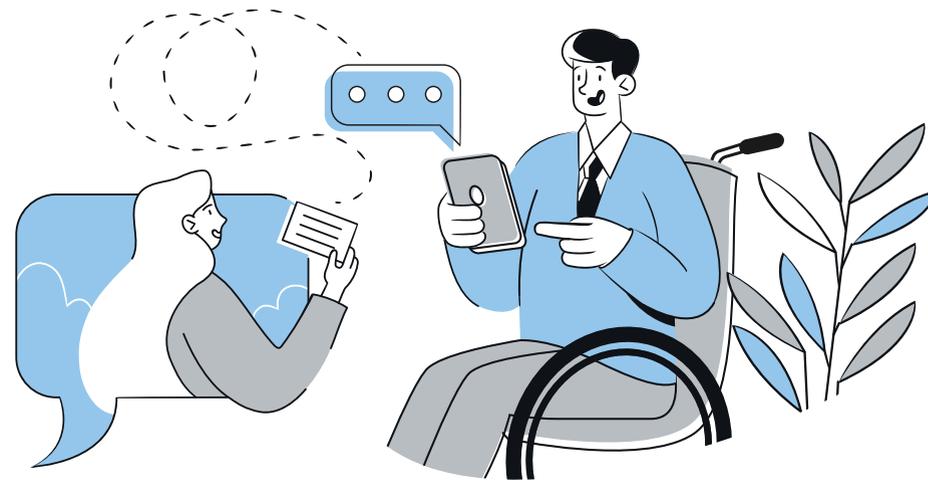
On top of that, we explored Yandex's brand perception by conducting a media analysis, which encompassed news and reports posted or published between 2019 and 2020 about Yandex or its services.

The last step was to identify where our current business interests, sustainability potential, and stakeholders' expectations intersect. Through open discussions with various teams and senior management, we identified the company's sustainable development streams. They also served as the basis for 17 material topics (GRI terminology for 'most important topics'), which Yandex disclosed in this report.

We ranked our material topics to gain an understanding of what matters we need to focus on in the report. We decided to rank 13 topics rather than all 17. The remaining four topics lie at the very core of our business, underpinning our activities across all aspects of sustainable development. It was therefore impossible to single out the 'most important' topic among them. They are given equal weight in the report.

The topics were ranked according to the stakeholder engagement results. The final outcomes were plotted on a materiality matrix, where the topics in the upper right-hand corner are not only the most important in the eyes of stakeholders, but also the ones we will focus on in 2020.

[159] During this reporting period, we conducted a survey among a group of employees. This group comprised representatives from various functions and services who were asked to represent the interests and opinions of their teams. We ensured that the survey group was balanced in terms of job grades and gender.

[160] Partner advertising agencies that work with Yandex took part in the report. The decision to conduct the survey with these agencies was based on the fact that the advertising segment still accounts for the largest proportion of Yandex's revenue structure.

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`102-47` **Materiality Matrix**

Material topics selected for ranking:

1. Yandex's Environmental and Climate Impact
2. Rational Use of Resources: Energy Efficiency, Waste Management
3. Talent Attraction, Development & Retention
4. Respect for Human Rights and Equal Opportunities in the Workplace
5. Support for Yandex Service Partners (Drivers, Couriers and Other Partners)
6. Safe & Comfortable Work Environment
7. Educational Services for All
8. Accessibility of Yandex Services for People with Special Needs
9. Responsible Procurement
10. Support for Non-Profit Organizations
11. Information Security and Data Privacy
12. Quality & Safety of Products and Services
13. Promoting the Development of a Comfortable Environment

Fundamental topics:

14. Economic Performance and Growth
15. Corporate Governance
16. Ethics and Integrity
17. Innovation

Significance of the topic for stakeholders

More

Less   Yandex's impact within the topic   More

Economic Performance and Growth   Corporate Governance   Ethics and Integrity   Innovation

🔴 Material topics that correlate with relatively new streams of corporate ESG agenda

🔵 Material topics that correlate with traditional streams of corporate ESG agenda

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Reporting Principles

Quality is paramount for Yandex. We followed the GRI reporting principles to ensure high-quality sustainability reporting.

Reporting Principles for Determining Report Content

Principle	Comment
Stakeholder Inclusiveness	To determine the content of the report, Yandex conducted a survey among key stakeholder groups (employees, senior management, investors, vendors, and business partners) and reviewed feedback received from users. The material topics disclosed in the report are consistent with the topics identified during the stakeholder engagement process.
Sustainability Context	The report explains how Yandex developed its sustainability agenda, includes a list of core areas of focus, and discloses key ESG risks. The report also reflects Yandex's contribution to the achievement of UN Sustainable Development Goals: the company's initiatives and projects are measured against relevant goals and targets. The information presented in the report enables readers to assess the extent of Yandex's impact on the regions where it operates. The report provides explanations, comparisons, and links to market research where applicable.
Materiality	The material topics identified in the report reflect the interests of both internal stakeholders and a wide range of external stakeholders. They allow for the disclosure of the company's economic, social, and environmental impacts in the regulatory context applicable to Yandex's business. Materials for the disclosure of material topics were provided by competent Yandex employees, allowing for a reliable and detailed description of the goals, objectives, and results of activities related to Yandex's ESG agenda. The results of benchmarking against the non-financial reporting practices of other IT companies were taken into account when compiling the list of material topics.
Completeness	Data provided in the report is sufficient to fully disclose all material topics and takes into account all reporting principles. The results of the systematization of Yandex's ESG initiatives were taken into account when writing the report. The information provided in the report reflects the company's economic, environmental, and social impact. Yandex's business is rooted in the principle of integrity and one of the company's communication standards is "we never twist facts". The company did not omit information from the report to lead readers to conclusions that are more favorable for the company but that do not reflect reality.

Reporting Principles

Reporting Principles for Determining Report Quality

Principle	Comment
Accuracy	The report provides reliable quantitative data that enables stakeholders to evaluate Yandex's achievements in sustainable development.
	Comments/clarifications and descriptions of calculation methods have been provided for calculated data. Possible inaccuracies in the data are insignificant and do not affect the reader's objective judgment.
	The information (quantitative, graphic, and textual) disclosed in the report does not contradict itself.
Balance	The report gives an objective assessment of the company's activities, both positive and negative. Quantitative data is presented for 2018, 2019, and 2020, showing changes in the company's performance over time. Explanations are provided for key changes. In cases where data cannot be provided for the three-year period, comments explain the reasons why.
Clarity	The information presented in the report is sufficient for the reader to form objective conclusions and avoids unnecessary details.
	The report presents information in a clear and understandable form, using multiple formats (charts, tables, text) that are most convenient for the reader.
	The report was published in electronic format in English and Russian. It is available on Yandex's official website.
Comparability	The report includes information for the current and previous reporting periods, making it possible to track changes over time. Key trends are explained.
	The terminology used to present quantitative data and disclosed accounting categories may differ from the terms and classifications adopted in Russian legislation for similar matters. Unless otherwise specified, the terminology and classifications used in the GRI and SASB standards are used in the report.
Reliability	The information published in the report was provided by direct data owners (employees of respective Yandex divisions). They were involved at every stage of report preparation to ensure the accuracy and reliability of both the data and its interpretation.
	The report did not undergo external independent assurance.
Timeliness	The report was published in Q2 2021.
	The information disclosed in the report covers the period from 1 January to 31 December 2020, unless otherwise indicated. The most up-to-date data as of the time of report preparation is presented for initiatives with rapidly changing results (e.g., the Helping Hand project), as well as links to public websites where data is regularly updated.

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Stakeholder Engagement

At Yandex, we believe that it is crucial to hear from everybody. Opinions and feedback from our stakeholders help us improve, learn from our mistakes, and come up with new services and products. We therefore strive to engage with different audiences. A wide range of Yandex specialists (and sometimes entire departments) across various business units work to collect feedback and develop our relationships with stakeholders.

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Our key stakeholders are our employees, users, Yandex service partners, shareholders and investors, vendors, business partners, government agencies, and local communities. Stakeholders were defined based on our understanding of the extent to which our activities affect each group and the extent to which their opinions influence our decision-making.

Stakeholder group	Key engagement topics	Stakeholder engagement channels	Section of the report
Employees 102-43 102-44	• Fair remuneration and social support • Safe and comfortable work environment • Opportunities for education and professional development • Innovation and R&D • Business ethics and anti-corruption • Support during the COVID-19 pandemic	• Engagement surveys • Regular performance appraisals as part of the review process • Business ethics hotlines • Internal communication system (chats, corporate portal, etc.) • Weekly corporate meetings ('khurals')	About the Team
Users	• Data Privacy • Product and service quality • Physical safety when using services • Accessibility of services for people with disabilities • Transparent communication and feedback channels • Support during the COVID-19 pandemic	• Customer support services and other feedback mechanisms in Yandex services • User satisfaction surveys • User experience research for service development (e.g., surveys to identify the technical preferences of blind users) • Social media communication • Publication of the latest company news on Yandex service webpages and in the media	About Users

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Stakeholder group	Key engagement topics	Stakeholder engagement channels	Section of the report
Yandex service partners	• Earning opportunities through Yandex services • Social support • Physical safety when using services • Accessibility of services for partners with disabilities • Support for SMEs • Support during the COVID-19 pandemic	• Partner support services and other feedback mechanisms in Yandex services • Satisfaction surveys of Yandex service partners • Notification of all changes on service websites and work apps • Communication through events: conferences, educational sessions, etc.	About Service Partners
Shareholders and investors	• Economic performance and growth • Innovation and new technologies • Robust corporate governance and risk management system • Information security • Business ethics and anti-corruption • Staff engagement and retention • Sustainable development strategy	• General Meeting of Shareholders • Publication of financial and non-financial reports • Regular engagement of subject matter specialists with the investment community • Publication of up-to-date information on the company's website	About Business Foundations About Corporate Governance
Vendors	• Transparent and fair procurement procedures • Business ethics and anti-corruption • Economic performance and growth	• Meetings with vendors • Public procurement procedures • Communication about sustainable packaging practices at Yandex.Lavka • Business ethics hotlines	Responsible Procurement
Business partners[161]	• Product and service quality • Checks of business partner adherence to fair business practices • Business ethics and anti-corruption • Economic performance and growth	• Business ethics hotlines • Publication of the latest company news on Yandex service webpages and in the media	About Service Partners

[161] E.g. advertising agencies and partners of the Yandex Advertising Network.

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Stakeholder group	Key engagement topics	Stakeholder engagement channels	Section of the report
Government agencies	• Economic performance and growth • Innovation and new technologies • Contribution to the socio-economic development of the regions where the company operates • Payment of taxes • Compliance with applicable laws • Business conduct	• Involvement in the development of laws related to the impact of new technologies on society • Responding to government requests in a timely manner • Monitoring legislative changes and proactive compliance with legal requirements	About Business Foundations About Corporate Governance
Local communities in the regions where Yandex operates	• Development of the Helping Hand project (supporting charities and non-profit organizations and helping people with limited mobility) • Development of accessible educational projects and programs • Support during the COVID-19 pandemic	• Customer support services and other feedback mechanisms in Yandex services • The company's official website, the websites of the Helping Hand project and Educational Initiative projects	About Benefits to Society

Contacts

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Annexes and Tables

Contribution to the UN SDGs
ESG Data Tables
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Our Contribution to the UN SDGs

Aligning the UN SDGs with Yandex's Sustainability Agenda

Primary SDGs

	4	**8**	**9**	**10**	**11**

Streams of the sustainability agenda

	4	8	9	10	11
Yandex Employees		●		●	●
Yandex Service Partners		●		●	
Education for All	●		●	●	
Accessible Environment			●	●	●
Convenience, Quality, and Safety of Services			●		
Energy Efficiency of Yandex Infrastructure					●
Waste Management					●
Carbon Footprint of Services					●
Information Security and Data Privacy					
Responsible Procurement					
Content Quality					
Anti-Corruption and Antitrust Practices					

4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

9 Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

10 Reduce inequality within and among countries

11 Make cities and human settlements inclusive, safe, resilient and sustainable

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Aligning the UN SDGs with Yandex's Sustainability Agenda (Continued)

Supporting SDGs	3	7	12	13	16
Streams of the sustainability agenda					
Yandex Employees	○				
Yandex Service Partners	○				
Education for All					
Accessible Environment					
Convenience, Quality, and Safety of Services	○				
Energy Efficiency of Yandex Infrastructure		○	○	○	
Waste Management			○		
Carbon Footprint of Services		○	○	○	
Information Security and Data Privacy					
Responsible Procurement			○		
Content Quality					○
Anti-Corruption and Antitrust Practices					○

3 Ensure healthy lives and promote well-being for all at all ages

7 Ensure access to affordable, reliable, sustainable and modern energy for all

12 Ensure sustainable consumption and production patterns

13 Take urgent action to combat climate change and its impacts

16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

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Primary UN SDGs

4   Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Yandex contributes to this SDG through its activities within the **Education for All** stream. It serves as a framework for the Yandex Educational Initiative, which encompasses over 30 educational projects.

UN SDG Target[162]	Our contribution	More information in the report
4.1. By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes	• Developing projects as part of the Educational Initiative for school children and teachers (Yandex.Textbook, I Am a Teacher, Music Class, Digital Class, other projects) • Promoting careers in IT among schoolchildren and teaching basic IT skills through the Yandex Educational Initiative (Yandex.Lyceum, partnership with the Sirius Educational Center, other projects) • Launching the free Yandex.School platform during the COVID-19 pandemic with live streams of classes and courses to help students study for final exams • Organizing development activities for kids from children's homes	• Yandex Educational Initiative • About Users • Collaboration with Volunteer Movements and Foundations
4.3. By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university	• Developing the Yandex School of Data Analysis (YSDA) and Yandex Academy, as well as running bachelor's and master's degree programs and continuing education programs at eight Russian universities	• Yandex Educational Initiative

[162]   The column hereinafter shows the targets for the UN Sustainable Development Goals, which are not the targets set by the Yandex Group.

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UN SDG Target	Our contribution	More information in the report
4.4. By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship	• Implementing projects as part of the Educational Initiative that help people develop professional and technical skills: training on the basic knowledge and practical skills needed for IT professions at the Yandex School of Data Analysis (YSDA) and Yandex Academy, offering bachelor's and master's degree programs as well as continuing education programs at eight Russian universities, offering internships for young professionals, holding the Yandex Cup, an annual competitive programming event, and helping people learn more about IT and retrain in technical roles through Practicum by Yandex • Giving Yandex employees the opportunity to take part in professional training and development programs to support their successful growth within the company and the industry	• Yandex Educational Initiative • About the Team
4.5. By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations	• Creating educational services (Yandex.Textbook, Yandex.School) as well as training programs and projects (Yandex.Lyceum, Music Class, Digital Class, Cultural Marathon) that are accessible to the wider public	• Yandex Educational Initiative
4.7. By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development	• Creating educational projects that bring children into contact with culture and the arts (Music Class, Cultural Marathon)	• Yandex Educational Initiative
4.a. Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all	• Creating educational services (Yandex.Textbook, Yandex.School) as well as training programs and projects (Yandex.Lyceum, Music Class, Digital Class, Cultural Marathon) that are accessible to the wider public	• Yandex Educational Initiative

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UN SDG Target	Our contribution	More information in the report
4.b. By 2020, substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States and African countries, for enrolment in higher education,including vocational training and information and communications technology, technical, engineering and scientific programmes, in developed countries and other developing countries	• Awarding the Ilya Segalovich Award to recognize academic achievement and research in IT • Awarding scholarships to the best students enrolled in Yandex's joint educational programs with Russian universities	• Yandex Educational Initiative
4.c. 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing States	• Running I Am a Teacher development programs for teachers as part of the Educational Initiative	• Yandex Educational Initiative

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8   Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Two streams of Yandex's ESG agenda directly contribute to this goal, namely, **Yandex Employees** and **Yandex Service Partners.** The key objective of both streams is to focus on improving the quality of life of people whose professional activities are related to Yandex (in the form of employment for employees and partnerships for service partners). The **Education for All** stream also contributes to this SDG.

UN SDG Target	Our contribution	More information in the report
8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services	• Providing employees with opportunities to experiment and develop their own innovative projects through the experiments system • Providing accessible earning opportunities to a wide range of partners through Yandex services • Supporting Yandex service partners with self-employed status (for more information on the legal status of self-employed people in the Russian Federation, please see the comment to disclosure 207-1 in the GRI Standards Index) • Developing services and products for SMEs, providing small businesses with privileged access to certain Yandex services and implementing a large-scale program to support SMEs during the COVID-19 pandemic	• About the Team • About Service Partners
8.5. By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, end equal pay for work of equal value	• Ensuring a transparent and adequate incentive system for all employees comprising a salary, bonuses, and social benefits • Launching an Equity Incentive Plan through which around 50% of employees received remuneration in the form of Yandex shares in 2020 • Developing experiments and internal rotation programs to empower employees to make the best use of their skills and knowledge • Establishing favorable partnership terms for Yandex service partners • Working with deaf and hearing-impaired drivers and couriers in Yandex.Taxi and Yandex.Eats and supporting them during the onboarding process	• About the Team • About Service Partners

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UN SDG Target	Our contribution	More information in the report
8.6. By 2020, substantially reduce the proportion of youth not in employment, education or training	• Developing accessible educational services and programs for schoolchildren and students as part of the Educational Initiative • Developing the Yandex School of Data Analysis, graduates of which go on to work for leading international and Russian companies • Developing the Practicum by Yandex online learning service, where people can train for new professions without industry-specific higher education and find a job in the IT industry • Offering internships to students with subsequent employment opportunities	• Yandex Educational Initiative
8.8 Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious	• Respecting human rights and fostering a culture of open and equal opportunities within the company • Minimizing OHS risks at workplaces	• About the Team

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9 | Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Two ESG agenda streams drive our main contribution to infrastructure: **Convenience, Quality and Safety of Services,** and **Accessible Environment**. Our services are changing the infrastructure of regions where we operate, making it simpler and more convenient for users. Building up the potential of the IT sector, one of the targets of SDG 9, is achieved through activities related to the **Education for All** stream.

UN SDG Target	Our contribution	More information in the report
9.1. Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all	• Developing transport ecosystem which encompasses inexpensive and quality transportation services (Yandex.Taxi, Yandex.Drive, etc.), logistics services as well as navigation systems available to a wide range of users (Yandex.Maps, Yandex.Navigator, Yandex.Timetables, Yandex.Metro, etc.) • Improving infrastructure accessibility for persons with reduced mobility through the Helping Hand project	• About Users • Working with Our Service Partners • Helping Hand
9.3. Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets	• Developing services and products for SMEs, providing small businesses with privileged access to certain Yandex services and implementing a large-scale program to support SMEs during the COVID-19 pandemic	• About Service Partners
9.5. Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development	• Awarding the Ilya Segalovich award to recognize achievements in computer sciences • Implementing a program to build a Digital University for the Higher School of Economics (a unified digital environment for students, teachers, researchers, and scientists based on Yandex.Cloud technology) • Providing free training opportunities at the Yandex School of Data Analysis (SDA) for professionals who want to do research in computer science or work in the IT industry	• Yandex Educational Initiative

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UN SDG Target	Our contribution	More information in the report
9.b. Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities	• Providing employees with opportunities to experiment and develop their own innovative projects through the experiments system • Patenting developed technologies, developing open innovation, and various projects and products with open source code	• About the Team
9.c. Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020	• Providing charities with free access to Yandex services for business (Yandex.Disk, Yandex.Tracker, Yandex.Cloud, Yandex.Telephony) • Adapting Yandex services for visually impaired users	• Helping Hand • Improving the Accessibility of Our Services

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10 Goal 10. Reduce inequality within and among countries

Our goals for the **Accessible Environment** stream correlate with SDG 10: we strive to foster an environment in which everyone feels respected and able to be themselves. We pursue similar goals through the **Education for All** stream in which we develop free educational opportunities for everyone. Moreover, we demonstrate our commitment to equal opportunities in our relationships with our employees and partners, guided by the **Yandex Employees** and **Yandex Service Partners** streams.

UN SDG Target	Our contribution	More information in the report
10.1. By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average	• Ensuring a transparent and adequate incentive system for all employees comprising a salary, bonuses, and social benefits • Launching an equity incentive awards program through which 50% of employees received remuneration in the form of Yandex shares in 2020 • Ensuring favorable partnership terms for Yandex service partners • Working with deaf and hearing-impaired drivers and couriers in Yandex.Taxi and Yandex.Eats and supporting them during the onboarding process • Developing services and products for SMEs, providing small businesses with privileged access to certain Yandex services and implementing a large-scale program to support SMEs during the COVID-19 pandemic	• About the Team • About Service Partners
10.2. By 2030, empower and promote social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status	• Offering free rides to people with reduced mobility through the Helping Hand project • Adapting Yandex services for visually impaired users • Working with deaf and hearing-impaired drivers and couriers in Yandex.Taxi and Yandex.Eats and supporting them during the onboarding process • Participating in the Dobroshrift project: raising money through the Helping Hand project and offering free taxi rides to children with cerebral palsy • Introducing special rules for non-profit advertising, marking non-profit ads with a special symbol, and providing non-profit organizations with grants to help them place ads	• Helping Hand • Improving the Accessibility of Our Services • Collaboration with Volunteer Movements and Foundations • About Service Partners • Ensuring Quality Content

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UN SDG Target	Our contribution	More information in the report
10.3. Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard	• Monitoring compliance with the Code of Business Ethics & Conduct, which outlines Yandex's principle of zero tolerance towards discrimination and human rights violations, training employees in business ethics, and operating a hotline for anonymous and non-anonymous reports • Respecting human rights and fostering a culture of openness and equal opportunities within the company • Complying with international human rights standards across the Yandex online ecosystem, including the provisions of the International Covenant on Civil and Political Rights, exercising strict content moderation, and removing any materials and statements that violate human rights • Implementing projects within the Educational Initiative aimed, among other things, at promoting the IT professions and the development of IT skills among young people (including high school students), and helping to solve the problem of gender imbalance among graduates of technical universities in Russia	• Business Ethics and Human Rights • Yandex Educational Initiative • Ensuring Quality Content
10.4. Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality	• Ensuring a transparent and adequate incentive system for all employees comprising a salary, bonuses, and social benefits • Launching an equity incentive awards program through which 50% of employees received remuneration in the form of Yandex shares in 2020 • Supporting Yandex service partners with self-employed status (for more information on the legal status of self-employed people in the Russian Federation, please see the comment to disclosure 207-1 in the GRI Standards Index)	• About the Team • About Service Partners

11 Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable

Yandex contributes to achieving objectives of this goal through its activities across multiple streams: **Accessible Environment, Energy Efficiency of Yandex Infrastructure, Carbon Footprint, Waste Management,** and **Yandex Employees.**

UN SDG Target	Our contribution	More information in the report
11.1. By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums	• Developing the Yandex.Realty service to help people find affordable and quality housing • Providing employees with low-interest loans to purchase residential property through the housing program	• About the Team • About Users
11.2. By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons	• Developing transport ecosystem which encompasses inexpensive and quality transportation services (Yandex.Taxi, Yandex.Drive, etc.), logistics services as well as navigation systems available to a wide range of users (Yandex.Maps, Yandex.Navigator, Yandex.Timetables, Yandex.Metro, etc.) • Offering free taxi rides to people with reduced mobility through the Helping Hand project • Participating in the Dobroshrift project: raising money through the Helping Hand project and offering free taxi rides to children with cerebral palsy	• Helping Hand • Improving the Accessibility of Our Services • Collaboration with Volunteer Movements and Foundations • About Users • Working with Our Service Partners

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UN SDG Target	Our contribution	More information in the report
11.6. By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management	• Using cutting-edge energy efficient technology during the construction of data centers (including free cooling technologies) and developing proprietary energy saving and energy efficiency technologies. Almost all the energy consumed in new data centers is used directly for data processing rather than powering servers, reducing their environmental impact • Minimizing data center waste, especially hazardous waste • Implementing a program to sell decommissioned electronic equipment (servers, office equipment) for reuse or recycling • Introducing sustainable packaging in the e-commerce segment and sending waste for recycling at Yandex.Lavka and Yandex.Market • Placing discounted goods on the Yandex.Market marketplace and selling defective goods to partner companies for subsequent repair and resale • Engaging Yandex.Maps in the ONF's (The All-Russia People's Front) project to monitor the condition of waste container sites and in PepsiCo's Recycle Correctly project • Developing the Yandex.Routing platform, which is used by both Yandex services and other companies for route optimization and efficient use of resources • Developing Yandex.Drive's fleet of eco-friendly electric vehicles	• Environmental Responsibility

Supporting UN SDGs

3 · Goal 3: Ensure healthy lives and promote well-being for all at all ages

Yandex contributes to the achievement of this goal by ensuring that its services are useful and safe through the **Convenience, Quality, and Safety of Services** stream, implementing employee and partner well-being programs through the **Yandex Employees** and **Yandex Service Partners** streams, and implementing charitable initiatives through the **Accessible Environment** stream.

UN SDG Target	Our contribution	More information in the report
3.4. By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being	• Providing employees with voluntary health insurance and travel insurance, access to an in-office doctor, massage therapist, and psychologist, and organizing free sports activities • Creating a 'Healthy and Delicious' category in Yandex.Lavka where clients can order products without any sugar, lactose, gluten, and caffeine, and other wholesome foods • Holding a Blood Donor Day at Yandex offices in cooperation with the FMBA of Russia	• About the Team • About Users • Collaboration with Volunteer Movements and Foundations
3.6. By 2020, halve the number of global deaths and injuries from road traffic accidents	• Introducing technologies and safety measures to reduce the risk of traffic accidents when using Yandex.Taxi and Yandex.Drive services: monitoring speed and driving habits, speeding warnings, and testing driver attention monitoring cameras in Yandex.Taxi, and other technologies • Providing courses on traffic rules to Yandex.Eats and Yandex.Lavka bike couriers with follow-up knowledge testing and giving them constant instructions and tips on safe cycling while they work with the service	• About Users • About Service Partners

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UN SDG Target	Our contribution	More information in the report
3.8. Achieve universal health coverage (UHC), including financial risk protection, access to quality essential health care services, and access to safe, effective, quality, and affordable essential medicines and vaccines for all	• Providing employees with voluntary health insurance and travel insurance, access to an in-office doctor, massage therapist, and psychologist, and organizing free sports activities	• About the Team
3.d. Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks	• Taking measures to protect employees' health during the COVID-19 pandemic: transition to remote work, provision of telemedicine services through the voluntary health insurance policy, regular sanitization of offices, and other measures • Supporting Yandex service partners during the COVID-19 pandemic: organizing car disinfection points and telemedicine checkpoints, providing drivers and couriers with face masks, gloves, and hand sanitizers, and other measures • Supporting users: displaying information about infection rates on the Search homepage, creating an algorithm to calculate the lockdown index, and other measures • Supporting medical research by investing in Genotek, a genetic research company	• About the Team • About Service Partners • About Users

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7 | Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all

Yandex contributes to this goal by deploying energy efficient technologies across its infrastructure. These projects are covered by the **Energy Efficiency of Yandex Infrastructure** stream. Achievement of the goal is further supported by the GHG emission monitoring initiative to be launched under the **Carbon Footprint** stream.

UN SDG Target	Our contribution	More information in the report
7.3. By 2030, double the global rate of improvement in energy efficiency	• Using cutting-edge energy efficient technologies during the construction of data centers (including free cooling technologies) and developing proprietary energy saving and energy efficiency technologies. Almost all the energy consumed in new data centers is used directly for data processing rather than powering servers, reducing their environmental impact • Using heat recovery systems to reuse excess heat from servers to heat residential buildings in Mäntsälä (Finland) • Monitoring energy consumption at all Yandex infrastructure facilities • Developing the Yandex.Routing platform, which is used by both Yandex services and other companies for route optimization and efficient use of resources	• Environmental Responsibility

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12 | Goal 12: Ensure sustainable consumption and production patterns

Yandex's environmental initiatives in the **Waste Management, Energy Efficiency of Yandex Infrastructure,** and **Carbon Footprint** streams contribute to the achievement of this goal. Activities under the **Responsible Procurement** stream also play an important role here.

UN SDG Target	Our contribution	More information in the report
12.2. By 2030, achieve the sustainable management and efficient use of natural resources	• Using cutting-edge energy efficient technologies during the construction of data centers (including free cooling technologies) and developing proprietary energy saving and energy efficiency technologies • Using heat recovery systems to reuse excess heat from servers to heat residential buildings in Mäntsälä (Finland) • Monitoring energy consumption at all Yandex infrastructure facilities • Developing the Yandex.Routing platform, which is used by both Yandex services and other companies for route optimization and efficient use of resources	• Environmental Responsibility
12.3. By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses	• Reducing food waste in Yandex.Lavka through the Smart Order system • Retrofitting Yandex.Lavka's commercial kitchen in St. Petersburg to implement modern technologies and reduce food waste when producing ready-to-eat products	• Environmental Responsibility
12.4. By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment 2.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse	• Minimizing data center waste, especially hazardous waste • Implementing a program to sell decommissioned electronic equipment (servers, office equipment) for reuse or recycling • Introducing sustainable packaging in the e-commerce segment, sending waste for recycling at Yandex.Lavka and Yandex.Market • Placing discounted goods on the Yandex.Market marketplace and selling defective goods to partner companies for subsequent repair and resale • Engaging Yandex.Maps in the ONF's (The All-Russia People's Front) project to monitor the condition of waste container sites and in PepsiCo's Recycle Correctly project	• Environmental Responsibility

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UN SDG Target	Our contribution	More information in the report
12.6. Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting	• Publishing a sustainability report that discloses information on Yandex's environmental impact, including resource consumption data • Facilitating engagement between Yandex.Lavka and manufacturing suppliers to introduce sustainable packaging (e.g., the use of packaging guidelines for 'store brand' manufacturers) • Using special badges in Yandex.Market to denote eco-friendly goods	• About the Report • Environmental Responsibility
12.7. Promote public procurement practices that are sustainable, in accordance with national policies and priorities	• Introducing electronic document management in the procurement department to reduce paper consumption	• Responsible Procurement
12.8. By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature	• Facilitating engagement between Yandex.Lavka and manufacturing suppliers to introduce sustainable packaging (e.g,. the use of packaging guidelines for 'store brand' manufacturers) • Launching a Yandex.Lavka informational website with tips on what waste can be recycled and how to dispose of it • Using special badges in Yandex.Market to denote eco-friendly goods • Publishing articles on the Yandex.Market blog to promote responsible consumption	• Environmental Responsibility • Responsible Marketing

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13 Goal 13: Take urgent action to combat climate change and its impacts

Yandex contributes to this goal by promoting energy efficiency through the **Energy Efficiency of Yandex Infrastructure** stream. The achievement of the goal will be directly facilitated by the GHG emission monitoring initiative to be launched as part of the **Carbon Footprin**t stream.

UN SDG Target	Our contribution	More information in the report
13.2. Integrate climate change measures into national policies, strategies and planning	• Calculating direct and indirect energy GHG emissions (Scope 1 and 2) to monitor the company's carbon footprint • Developing the Yandex.Routing platform, which is used by both Yandex services and other companies for route optimization and efficient use of resources • Developing Yandex.Drive's fleet of eco-friendly electric vehicles	• Environmental Responsibility
13.3. Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	• Issuing public statements on the importance of the climate agenda and publishing transparent reporting on the carbon footprint of the Yandex infrastructure • Giving users the ability to view global meteorological data both in a table and as an interactive map in Yandex.Weather	• Environmental Responsibility

16 **Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels**

The objectives that Yandex pursues in many streams, including **Anti-Corruption and Antitrust Practices** and **Content Quality**, are closely related to the global goal of strengthening ethical standards and fairness in society.

UN SDG Target	Our contribution	More information in the report
16.1. Significantly reduce all forms of violence and related death rates everywhere	• Monitoring content security on Yandex information resources and combatting the distribution of shocking and offensive content and content that encourages violence • Creating an environment that promotes communication across Yandex resources with moderation of comments containing obscene language, spam, and insults	• Ensuring Quality Content
16.5. Substantially reduce corruption and bribery in all their forms	• Monitoring compliance with the Code of Business Ethics & Conduct, which contains anti-corruption provisions among other matters, and the Anti-Bribery Policy, which includes maintaining an effective compliance program for applicable anti-corruption laws: for example, training employees on the basics of anti-corruption as part of business ethics training, operating a hotline for anonymous and non-anonymous reports and other aspects	• Business Ethics and Human Rights • About Service Partners
16.b. Promote and enforce non-discriminatory laws and policies for sustainable development	• Monitoring compliance with the Code of Business Ethics & Conduct, which outlines Yandex's principle of zero tolerance towards discrimination and human rights violations, training employees in business ethics, and operating a hotline for anonymous and non-anonymous reports • Respecting human rights and fostering a culture of openness and equal opportunities within the company • Complying with international human rights standards across the Yandex online ecosystem, including the provisions of the International Covenant on Civil and Political Rights	• Business Ethics and Human Rights

ESG Data Tables

102-7 **Consolidated financial highlights, RUB mln**

| | Twelve months ended December 31 | | | |
In RUB millions	2018	2019	2020	Change
Revenues	127,657	175,391	218,344	24%
Ex-TAC revenues	107,159	152,251	198,398	30%
Income from operations	20,842	24,700	16,249	-34%
Adjusted EBITDA	39,575	51,014	49,762	-2%
Net income	44,258	11,199	24,149	116%
Adjusted net income	22,124	23,540	21,018	-11%

The table provides a summary of our key **consolidated financial** results for the twelve months ended December 31, 2018, 2019 and 2020, which consolidates Yandex.Market financial results from July 24, 2020.

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About Business Foundations

205-2

The total number and percentage of employees that have been informed of the company's ethics and anti-corruption policies and that have received training on ethics (including anti-corruption), broken down by grade level and region

		Russia			Other countries		
		2018	**2019**	**2020**	**2018**	**2019**	**2020**
Managers							
Informed of the company's corporate ethics policy (which includes anti-corruption matters)	people	1,578	1,980	2,332	40	52	53
	%	100%	100%	100%	100%	100%	100%
Received training on ethics (which includes anti-corruption matters)	people	1,406	221	1,117	26	3	20
	%	89%	11%	48%	65%	6%	38%
Specialists							
Informed of the company's corporate ethics policy (which includes anti-corruption matters)	people	9,863	11,708	12,877	667	402	404
	%	100%	100%	100%	100%	100%	100%
Received training on ethics (which includes anti-corruption matters)	people	8,094	2,642	6,201	265	62	146
	%	82%	23%	48%	40%	15%	36%
Total number of employees							
Informed of the company's corporate ethics policy (which includes anti-corruption matters)	people	11,441	13,688	15,209	707	454	457
	%	100%	100%	100%	100%	100%	100%
Received training on ethics (which includes anti-corruption matters)	people	9,500	2,863	7,318	291	65	166
	%	83%	21%	48%	41%	14%	36%

100% of interns have been informed of the company's corporate ethics policy (which includes anti-corruption matters). Interns are not included in the total number of employees.

The decline in the percentage of employees (in Russia and abroad) that received training in 2019 was due to the development of a new customized ethics course (which meant that the training course was unavailable for a certain period of time). A number of employees who were required to take the course in 2019 were only able to complete the training in late 2020, which explains the increase in the percentage in 2020. Moreover, as the development was completed in the last quarter of 2020, many employees completed the course in 2021, which will be reflected in the statistics for that period. We expect the course completion statistics to return to pre-transition levels by the end of 2021.

Other countries include Belarus and Kazakhstan, as the ethics course is currently only available in Russian.

The total number of employees that have received training on ethics is lower than the total number of employees specified in the Yandex Employees section as the training course was only available in Russian and could only be offered in Russian speaking regions of presence.

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204-1

Proportion of purchases from local suppliers at MLU B.V. based on actual expenses

	2018	2019	2020
Proportion of purchases from local suppliers	97.6%	98.9%	99.9%

Proportion of purchases from local suppliers at Yandex based on the annual budget

	2018	2019	2020
Proportion of purchases from local suppliers	67.3%	76.5%	52.0%

The proportion of purchases means the percentage of total procurement based on money spent, not on the total number of suppliers.

MLU B.V. is a joint venture between Yandex.Taxi and Uber that operates the Yandex.Taxi, Yandex.Eats, Yandex.Lavka, Yandex.Drive, and logistics services. Data on procurement from local suppliers at Yandex is presented on the basis of the allocated procurement budget. Actual costs were not used in calculations as costs were not recorded by region of supplier registration in 2020.

The factors that contributed to the decrease in procurement from local suppliers in 2020 included the purchase of licensed content for Yandex Music and KinoPoisk (demand for these services increased during the pandemic), the construction of a new facility at the data center in Finland, and the purchase of server equipment.

302-1
TC-IM-130a.1
CG-EC-130a.1
TC-SI-130a.1
TR-RO-110a.3

Environmental Responsibility

Energy consumption at data centers, offices, fulfillment centers, in company accounting units and GJ

Energy source type		2018	2019	2020
Diesel	liter	93,113	85,056	60,783
	GJ	3,323	3,036	2,169
Natural gas (non-compressed)	m³	483,528	432,986	483,205
	GJ	16,571	14,839	16,560
Electricity	kWh	292,521,071	339,658,812	398,476,817
	GJ	1,053,076	1,222,772	1,434,517
Heat	Gcal	13,407	17,580	12,818
	GJ	56,095	73,556	53,631

Data centers

Energy source type		2018	2019	2020
Diesel	liter	93,113	85,056	60,783
	GJ	3,323	3,036	2,169
Natural gas (non-compressed)	m³	483,528	432,986	483,205
	GJ	16,571	14,839	16,560
Electricity	kWh	279,160,781	323,384,698	385,452,303
	GJ	1,004,979	1,164,185	1,387,628
Heat	Gcal	389	499	521
	GJ	1,627	2,086	2,179

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Offices

Energy source type		2018	2019	2020
Electricity	kWh	13,360,290	15,609,082	9,753,594
	GJ	48,097	56,193	35,113
Heat	Gcal	13,018	14,868	8,536
	GJ	54,469	62,207	35,716

Fulfillment centers

Energy source type		2018	2019	2020
Electricity	kWh	—	665,032	3,270,920
	GJ	—	2,394	11,775
Heat	Gcal	—	2,214	3,761
	GJ	—	9,264	15,736

Inputs used for conversion:

- **Natural gas:** the density of non-compressed gas at 20°C, t/m^3 = 0.000714, conversion ratio (lower heating value[163]) = 48)

- **Diesel:** the density of diesel at 20°C, t/m^3 = 0.83, conversion ratio (lower heating value) = 43)

- **Energy:** conversion ratio = 0.0036

- **Heat:** conversion ratio = 4.184

Data centers: electricity and heat consumption in 2018–2020 is shown for all five Yandex data centers: in Ivanteevka, Mytishchi, Sasovo, Mäntsälä, and Vladimir.

Offices: electricity consumption data for 2019 and 2020 is shown for offices in the Krasnaya Roza (Moscow), Avrora (Moscow), OKO (Moscow), and Benois (St. Petersburg) business centers (over 90% of office space by floor area). For the OKO business center, electricity consumption is shown starting from June 2020, when the lease of the office commenced. In 2018, electricity consumption for the Benois business center was not measured separately. Heat consumption data is shown for offices in the Krasnaya Roza (Moscow) and Avrora (Moscow) business centers (over 80% of office space by floor area). Heat consumption for the Benois business center was not measured separately (heat consumption is included in the total cost of utilities).

Fulfillment centers: no data is available for 2018. Electricity consumption data for 2019 and 2020 is shown for the fulfillment centers in Rostov-on-Don, Sofyino (one center, the second center was commissioned in 2021), and Tomilino (only for 2020). Heat consumption data for 2019 and 2020 is shown for the fulfillment centers in Rostov-on-Don, Sofyino (one center, the second center was commissioned in 2021), and Tomilino.

[163] The calculation is based on the LHV data from the IPCC Guidelines for National Greenhouse Gas Inventories, Vol.2, Chapter 1 (Introduction), pp. 1.19-1.20, table 1.2.

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303-3
TC-IM-130a.2
CG-EC-130a.2
TC-SI-130a.2

Water withdrawal at data centers and offices, megaliters

	2018	2019	2020
Water withdrawal at data centers	**51.3**	**34.6**	**45.0**
• Vladimir	23.7	16.1	21.9
• Sasovo	22.9	15.4	20.3
• Mytishchi	0.5	0.6	0.6
• Mäntsälä	4.2	2.5	2.2
Water withdrawal at offices	**85.1**	**106.7**	**52.7**
Total water withdrawal	**136.4**	**141.3**	**97.7**

Yandex withdraws fresh water from its own wells at data centers (Sasovo and Vladimir). Two other data centers (Mäntsälä and Mytishchi) obtain water from central water supply systems. Water withdrawal data is shown for the data centers in Vladimir, Mytishchi, Sasovo, and Mäntsälä. Water withdrawal data for the Ivanteevka data center is not measured separately (water consumption is included in the total cost of utilities). Water consumed by offices is withdrawn from municipal water supply systems (data is provided for the Krasnaya Roza and Avrora business centers).

306-3

Volume of waste generated at data centers and offices, tonnes

	2018	2019	2020
Total for data centers	**167.3**	**143.5**	**121.9**
Vladimir	143.8	89.2	93.4
• Hazardous	0.0	0.0	0.0
• Non-hazardous	143.8	89.2	93.4
Mäntsälä	23.5	54.3	28.5
• Hazardous	0.6	0.8	1.7
• Non-hazardous	22.9	53.5	26.8
Total for offices	**6.2**	**103.8**	**10.7**
• Hazardous	0.0	0.0	0.0
• Non-hazardous	6.2	103.8	10.7
Total waste	**173.5**	**247.3**	**132.6**

Data on waste generation at data centers includes data for the Vladimir and Mäntsälä data centers. No separate record was kept for waste generation at the data centers located in Ivanteevka, Sasovo, or Mytishchi in the reporting period. Data on waste generation at offices includes data for offices in the Aurora and Krasnaya Roza business centers.

In this report, hazardous waste refers to waste classified as hazard class I-II according to the Federal Classificatory Catalogue of Wastes (RUS), Order of The Federal Service for Supervision of Natural Resources No. 242 dated 22 May 2017 (as amended on 2 November 2018, No. 451). In this report, non-hazardous waste refers to waste classified as hazard class III-V according to the FCCW.

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306-4 Volume of generated waste at data centers by waste disposal method, tonnes

Disposal method	2018	2019	2020
Reuse and recycling	3.1	7.6	5.7
• Vladimir	0.0	0.0	0.0
• Mäntsälä	3.1	7.6	5.7
Incineration with energy recovery	4.2	6.2	5.2
• Vladimir	0.0	0.0	0.0
• Mäntsälä	4.2	6.2	5.2
Other recovery and recycling methods	16.1	39.7	17.3
• Vladimir	0.0	0.0	0.0
• Mäntsälä	16.1	39.7	17.3
Treatment with subsequent landfilling or incineration without energy recovery	143.9	90.0	93.6
• Vladimir	143.8	89.2	93.4
• Mäntsälä	0.1	0.8	0.2
Total waste	**167.3**	**143.5**	**121.9**

Waste treatment at Vladimir data center by hazard class, tonnes

Disposal method	2018	2019	2020
Landfilling	143.7	88.8	92.5
• Hazard class IV	46.8	28.0	1.5
• Hazard class V	96.9	60.8	91.0
Incineration without energy recovery	0.1	0.4	0.9
• Hazard class IV	0.1	0.0	0.0
• Hazard class V	0.0	0.4	0.9
Total waste treated with subsequent landfilling or incineration without energy recovery	**143.8**	**89.2**	**93.4**

Data on waste management at data centers includes data for the Vladimir and Mäntsälä data centers (other data centers did not keep separate records on waste generation in the reporting period). The Vladimir data center transfers solid municipal waste to the regional operator Biotechnology LLC and industrial waste to the operator Unr LLC. In accordance with legal requirements, the Mäntsälä data center transfers almost 100% of waste generated for recycling or incineration with energy recovery.

The number given in the Treatment with subsequent landfilling row for the Mäntsälä data center for 2018 includes waste that was disposed of via an unknown method.

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Direct and indirect GHG emissions (Scope 1 and 2), carbon intensity

305-1
305-2
305-4

	2018	2019	2020
Direct emissions (Scope 1), Mt CO_2 eq	**115,310**	**85,395**	**94,624**
· Carbon dioxide (CO_2)	109,789	81,078	90,012
· Methane (CH_4)	1,101	796	862
· Nitrous oxide (N_2O)	3,326	2,421	2,647
· HFCs (hydrofluorocarbons)	1,094	1,100	1,103
Indirect GHG emissions (Scope 2), Mt CO_2 eq	**86,126**	**102,003**	**116,390**
Total Scope 1 & Scope 2 emissions, Mt CO_2 eq	**201,436**	**187,398**	**211,014**

	2018	2019	2020
Carbon intensity			
Carbon intensity (Scope 1+2), Mt CO_2 eq per RUB 1 mln revenue	1.577	1.068	0.967
Carbon intensity (Scope 1+2), Mt CO_2 eq per USD 1 mln revenue	109.619	84.246	71.395
Carbon intensity (Scope 1+2), Mt CO_2 eq per 1 employee	22.126	17.656	17.243
Carbon intensity (Scope 1+2), Mt CO_2 eq per 1 MWh of energy consumed	0.266	0.270	0.270

Scope 1: contribution of infrastructure assets

	2018	2019	2020
Movable property (motor and self-driving vehicles)	113,117	83,307	92,505
Data centers	2,170	2,060	2,091
Office facilities	23	28	28
Fulfillment centers	0	0	0
Total	**115,310**	**85,395**	**94,624**

Scope 2: contribution of infrastructure assets

	2018	2019	2020
Movable property (motor and self-driving vehicles)	0	0	0
Data centers	74,669	87,824	105,372
Office facilities	11,457	12,983	8,559
Fulfillment centers	0	1,196	2,459
Total	**86,126**	**102,003**	**116,390**

Scope 1+2: contribution of infrastructure assets

	2018	2019	2020
Movable property (motor and self-driving vehicles)	113,117	83,307	92,505
Data centers	76,839	89,884	107,463
Office facilities	11,480	13,011	8,587
Fulfillment centers	0	1,196	2,459
Total	**201,436**	**187,398**	**211,014**

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Assumptions and estimated values used for calculation purposes:

Calculations were performed for three periods: from January 1,2018 to December 31, 2018, from January 1, 2019 to December 31, 2019, and from January 1, 2020 to December 31, 2020. In accordance with Chapter 5 of the GHG Protocol, the company set the 2018 calendar year as the base year for calculating emissions. The organizational scope of the calculation includes the following company assets:

1. Movable property (vehicles owned and leased by the company)
2. Data centers (Vladimir DC, Ivanteevka DC, Mytishchi DC, Mäntsälä DC, Sasovo DC)
3. Office facilities (Krasnaya Roza, Aurora, and OKO business centers in Moscow and offices in Yekaterinburg, Nizhny Novgorod, Novosibirsk, Rostov-on-Don, St. Petersburg, Simferopol, Sochi, Innopolis, Kazan, Krasnoyarsk, Perm, Samara, Skolkovo, Tyumen, Ufa, Chelyabinsk).
4. Fulfillment centers (Sofyino 1, Tomilino, Rostov-on-Don)

The calculation of Scope 1 emissions covered the following GHGs: carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), and HFCs (hydrofluorocarbons). Most Scope 1 emissions are attributable to fuel combustion from mobile emission sources on the company's balance sheet. In accordance with the GHG Protocol guidelines, the 2006 IPCC Guidelines for National Greenhouse Gas Inventories were used to convert combusted fuel to emissions. IPCC coefficients were also used to calculate the amount of GHGs generated during the consumption and leakage of refrigerants.

The calculation of Scope 2 emissions covered the following GHGs: carbon dioxide (CO_2), methane (CH_4), and nitrous oxide (N_2O). The primary sources of energy consumption data were heat and electricity consumption metrics in physical terms, i.e., the amount of energy consumed according to installed meters and readings taken from them for the selected time period. Where it was not possible to provide data on actual energy consumption, the company used a calculation methodology based on information on the floor areas of the company's facilities. In this case, the average energy consumption for similar facilities was used to calculate the total energy consumption for 2018–2020.

The company used regional IEA coefficients for Russia, published in 2020, to determine the volume of emissions from electricity and heat consumption for all of the company's facilities. Indirect energy emissions were calculated using the location-based method with Russian-wide regional coefficients for converting consumed electricity into emissions.

Specific GHG emissions (Scope 1 + 2) are shown per RUB 1 million of consolidated revenue, per USD 1 million of consolidated revenue, per employee (annual average number of employees is used as a dominator), and per 1 MWh of energy consumed. Consumed energy includes the amount of fuel consumed (Scope 1), electricity, and heat consumption (Scope 2).

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Volume of waste generated by Yandex.Market, tonnes

306-3
306-4
306-5

Waste disposal method	2019	2020
Reuse	—	**672.0**
• Hazard class IV	—	0.0
• Hazard class V	—	672.0
Recycling	—	**868.0**
• Hazard class IV	—	0.0
• Hazard class V	—	868.0
Landfill	8.1	**741.6**
• Hazard class IV	8.1	741.6
• Hazard class V	0.0	0.0
Total waste weight	**8.1**	**2,281.6**

Yandex.Market reuses or recycles cardboard, film, and wood.

Figures for 2020 for reuse and recycling categories are the sums of volumes of waste generated in 2019 and 2020 as waste buyers were billed in 2020 (and respective journal entries were made in 2020).

Volume of waste generated at distribution centers

306-3
306-4
306-5

Waste classification		2020
Hazard class IV (food waste)	Product units	498,266
Hazard class V (other waste, for the period from November 16, 2020 to December 31, 2020)	m³	250

Volume of waste generated at company-owned commercial kitchens

Waste classification		2020
Hazard class IV	tonnes	16
Hazard class V	tonnes	27

Volume of waste generated at Yandex.Lavka dark stores

Waste classification		2020
Hazard class V	m³	12,131

Yandex.Lavka recycles cardboard and transfers other types of waste to operators (Ecoprom LLC and Ecoline LLC) for further processing, decontamination, and disposal.

The People We Work With

102-8 Personnel structure

Total number of employees by employment contract, gender, and region

	2018	2019	2020
Russia			
Employees with a permanent employment contract	11,246	13,506	15,110
• Women	4,064	4,623	5,424
• Men	7,182	8,883	9,686
Employees with a temporary employment contract	199	183	98
• Women	125	110	64
• Men	74	73	34
Other countries			
Employees with a permanent employment contract	491	263	278
• Women	214	102	118
• Men	277	161	160
Employees with a temporary employment contract	212	190	180
• Women	70	57	50
• Men	142	133	130
Total:	**12,148**	**14,142**	**15,666**

Total number of employees by employment type and gender

	2018	2019	2020
Full-time employees	11,737	13,769	15,388
• Women	4,278	4,725	5,542
• Men	7,459	9,044	9,846
Part-time employees	411	373	278
• Women	195	167	114
• Men	216	206	164
Total:	**12,148**	**14,142**	**15,666**

According to the company's methodology of personnel accounting, the table shows the number of unique employees for the reporting period (not the average headcount and not the number of employees at the end of the reporting period).

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405-1 Employees by grade level

	2018	2019	2020
Managers	1,618	2,032	2,385
• Women	481	608	726
• Men	1,137	1,424	1,659
Specialists	10,530	12,110	13,281
• Women	3,992	4,284	4,930
• Men	6,538	7,826	8,351
Total employees	12,148	14,142	15,666
• Women	4,473	4,892	5,656
• Men	7,675	9,250	10,010

Interns

	2018	2019	2020
Total in company	916	1,597	626

Interns are not included in the total number of employees.

102-8 Total number of business support team members

Category	Russia			Other countries		
	2018	2019	2020	2018	2019	2020
• Assessors	1,908	4,645	5,262	0	5	0
• Operators	979	1,585	3,135	320	329	347
• Support specialists (including at call centers)	172	815	2,796	16	154	93
• Moderators	145	300	341	0	8	0
• Logistics specialists	0	0	1,117	0	0	0
• Warehouse workers	0	0	1,304	0	0	0
• Other categories	519	1,646	1,690	18	12	76
Total support team employees	3,723	8,991	15,645	354	508	516

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New Employee Hires and Employee Turnover

401-1 **Total number of new employee hires during the reporting period, by age group, gender, and region**

	2018	2019	2020
Russia			
Under 30 years old	2,947	2,723	1,838
• Women	1,204	900	702
• Men	1,743	1,823	1,136
30–50 years old	1,352	1,794	1,693
• Women	486	600	733
• Men	866	1,194	960
Over 50 years old	15	54	57
• Women	5	32	35
• Men	10	22	22
Total new employees	**4,314**	**4,571**	**3,588**
Other countries			
Under 30 years old	296	68	31
• Women	128	20	8
• Men	168	48	23
30–50 years old	67	54	41
• Women	25	22	20
• Men	42	32	21
Over 50 years old	0	0	2
• Women	0	0	1
• Men	0	0	1
Total new employees	**363**	**122**	**74**

Employee turnover rate during the reporting period, by turnover type and key business units, 2018

	Total in company	Search & Portal	Taxi	Market
Total turnover rate	17%	17%	26%	13%
• Undesirable turnover	4%	5%	3%	3%

Employee turnover rate during the reporting period, by turnover type and key business units, 2019

	Total in company	Search & Portal	Taxi	Market
Total turnover rate	18%	16%	22%	20%
• Undesirable turnover	4%	5%	5%	5%

Employee turnover rate during the reporting period, by turnover type and key business units, 2020

	Total in company	Search & Portal	Taxi	Market
Total turnover rate	24%	19%	28%	34%
• Undesirable turnover	5%	5%	5%	4%

Training and Education

404-1 **Average hours of training provided to members of management bodies and employees**

	2018	2019	2020
Average hours of training	23	17	6
By gender			
Women	48	24	2
Men	22	16	6

	2018	2019	2020
Average hours of training per employee	10	11	4
Be gender			
Women	12	12	5
Men	9	10	3
By grade level			
Managers	19	19	8
Specialists	8	9	3
Interns	14	21	8

Interns are not included in the total number of employees and are not shown in this table for the sake of convenience.

Benefits

401-2
401-3 **Benefits provided to full-time employees, by region**

Benefit type	Russia			Other countries		
	2018	2019	2020	2018	2019	2020
Percentage of employees insured under life insurance policies	100%	100%	100%	—	80%	80%
Percentage of employees insured under health insurance policies	100%	100%	100%	—	90%	90%
Percentage of employees who took parental leave during the reporting period	2%	2%	2%	1%	2%	3%
Percentage of employees who received equity-based incentives	35%	46%	59%	32%	43%	46%
Percentage of employees with access to corporate mobile plans	100%	100%	100%	100%	100%	100%
Number of employees who requested and received housing program benefits	445	523	598	8	14	13

Information about life and health insurance for employees in other countries for 2018 is not included as it was not possible to collect this data. These types of insurance are usually provided to employees if it is common practice in the local market.

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403-6 Promotion of worker health

	2018	2019	2020
Voluntary health insurance			
Number of employees enrolled in the voluntary health insurance program	9,283	11,168	12,123
Number of employees who used the telemedicine program covered by the voluntary health insurance policy	—	—	1,537
Other programs			
Number of employees who participated in the maternity care program	176	196	180
Number of employees who had a flu vaccination	450	650	1,096
Number of employees who participated in online fitness training	—	—	2,600
Number of employees who participated in the Sports Challenge #minutasporta event (December 2020)	—	—	313
Number of employees who used massage therapy in the office	530	588	118

TC-IM-330a.2
CG-EC-330a.1
TC-SI-330a.2

Telemedicine services were included in the voluntary health insurance program in May 2020. The online fitness training program was introduced in March 2020.

Employee Engagement

Employee engagement level

	2018	2019	2020
Percentage of actively engaged employees	72%	86%	87%
Percentage of unengaged employees	3%	6%	5%
Percentage of passive employees	24%	6%	6%
Percentage of actively unengaged employees	1%	2%	2%

2018 survey results were interpreted as follows: actively engaged employees (answers "4" and "5"), unengaged employees (answer "2"), passive employees (answers "3" and "Not sure"), actively unengaged employees (answer "1").

2019 and 2020 survey results were interpreted as follows: actively engaged employees (answers "Agree" and "Somewhat agree"), unengaged employees (answer "Somewhat disagree"), passive employees (answer "Not sure"), actively unengaged employees (answer "Disagree").

For more information about the survey methodology, refer to the About the Team chapter.

GRI Standards Index

Disclosure	Description	Section of the report	Status	Comments
GRI 102 (2016): Organizational Profile				
102-1	Name of the organization	GRI Standards Index	●	The name of the parent entity of the Yandex Group is Public Limited Liability Company Yandex N.V. The name of the core Russian legal entity is YANDEX Limited Liability Company (YANDEX LLC).
102-2	Activities, brands, products and services	We Are Yandex	●	
102-3	Location of headquarters	GRI Standards Index	●	16 Lev Tolstoy Street, Moscow, Russia.
102-4	Location of operations	We Are Yandex	●	
102-5	Ownership and legal form	GRI Standards Index	●	Public Limited Liability Company Yandex N.V., incorporated in the Netherlands, is the parent entity of the Yandex Group. The core Russian legal entity is YANDEX LLC.
102-6	Markets served	We Are Yandex	●	
102-7	Scale of the organization	We Are Yandex Yandex Employees ESG Data Tables	●	
102-8	Information on employees and other workers	Yandex Employees ESG Data Tables GRI Standards Index	●	Total headcount as at 31 December: • 9,143 people (2018) • 11,389 people (2019) • 11,864 people (2020) Internal accounting for the headcount of the support team is performed separately from that for full-time employees. All other data on the number of employees presented in the report shows the number of unique employees for the year, unless otherwise indicated. Relevant comments are provided for such data. Headcount data was collected and prepared by HR specialists specifically for disclosure in this report.
102-9	Supply chain	Responsible Procurement	●	

● — Full disclosure

◑ — Partial disclosure

Disclosure	Description	Section of the report	Status	Comments
102-10	Significant changes to the organization and its supply chain	GRI Standards Index	●	Significant changes that took place in Yandex in 2020: • In June, Yandex bought Sberbank's stake in Yandex.Market (45%), thereby bringing the service back into the Yandex ecosystem. In addition, Yandex sold its stake in Yandex.Money to Sberbank. More information is available in the company's press release and on page 94 of 2020 Annual Report. • In October, Yandex introduced its price comparison service and the marketplace as a single platform under the Yandex.Market brand. More information is available in the company's press release (RUS). • In September, Yandex spun off its self-driving vehicles business into a separate company, the Yandex Self-Driving Group (Yandex SDG). This business was previously part of the Yandex.Taxi group. After the restructuring, Yandex purchased a portion of Uber's stake in Yandex SDG. As a result, Yandex's stake in Yandex SDG increased to 73%, while Uber owns 19%. More information is available in the company's press release and on page 137 of 2020 Annual Report. • In September, Yandex N.V. entered into an agreement with Uber to contribute the Yandex.Drive car-sharing business from Yandex N.V. to MLU B.V., Yandex's ride-hailing and foodtech joint venture with Uber. This integration will enable the services to jointly develop common security technologies, improve the fleet management system and will open up new synergies for users and partners. More details are available in the company's press release and on page 137 of 2020 Annual Report. • In October, Yandex shareholders approved a new composition of the Board at the Annual General Meeting of Shareholders. Arkady Volozh was re-elected as an Executive Director of the Board for a four-year term. The term of Herman Gref expired, resulting in him leaving the Board. The new Board also includes Tigran Khudaverdyan, Deputy CEO, and Non-executive Directors Charles Ryan, Alexander Voloshin, Rogier Rijnja, Esther Dyson, Ilya Strebulaev, Alexey Yakovitsky, and Alexey Komissarov. The Chairman of the Board is John Boynton. Significant changes to Yandex's supply chain that took place in 2020: • Starting in 2020, all procurement transactions for Yandex.Drive are performed by MLU B.V.'s procurement service (part of Yandex until 2020). In contrast, from 2020 onwards, procurement for the Yandex Self-Driving Group is performed by Yandex's procurement service (part of MLU B.V. until 2020). The changes did not affect the procurement structure and the proportion of purchases from local suppliers in total purchases. Sanctions had no impact on the company's procurement activities.
102-11	Precautionary Principle or approach	Environmental Responsibility GRI Standards Index	●	Yandex endorses the Precautionary approach (Principle 15) set out in the Rio Declaration on Environment and Development adopted in 1992. As such, potential environmental impact is considered when building infrastructure facilities (e.g., data centers) and designing services.
102-12	External initiatives	Intellectual Property GRI Standards Index	●	Yandex is a signatory to the Anti-Piracy Memorandum.

Disclosure	Description	Section of the report	Status	Comments
102-13	Membership of associations	GRI Standards Index	●	Yandex Group companies are members of the following non-profit organizations: • The World Economic Forum (WEF) • Non-Commercial Partnership for Promotion of Navigation Technologies Development and Application (GLONASS Union) • Association of Trading Companies and Manufacturers of Consumer Electronic and Computer Equipment RATEK • Information & Computer Technologies Industry Association (APKIT) • Russian Association of Networks and Services (RANS) • ANO Digital Economy • Big Data Association • Non-Profit Partnership Company Lawyers› Association • American Chamber of Commerce in Russia • Non-Profit Organization Automatic Identification Association UNISCAN/GS1 RUS • Interactive Advertising Bureau (IAB Russia) • Moscow Chamber of Commerce and Industry • Bluetooth Special Interest Group, Inc., the standards organization that oversees the development of Bluetooth standards • WORLD.MINDS non-profit foundation • Russian Union of Industrialists and Entrepreneurs (RSPP) • Russo-British Chamber of Commerce • Automatic Identification Association GS1 • Association of Organizations in the Field of Natural Gas Vehicle Fuel. National Gas Vehicle Association • Marketing Industry Association. The Advertising Council • Association Club France • National Chamber of Entrepreneurs of the Republic of Kazakhstan • Association Self-regulatory Organization Builders Association of Vladimir Region • Local Public Organization Managers Association • Digitalswitzerland Initiative • Association of Motion Picture and Television Producers • Zigbee Alliance • Deutsch-Russische Auslandshandelskammer • Union Internationale des Transports Publics (UITP) • FinTech Association • AI Alliance Russia.
GRI 102: Strategy				
102-14	Statement from senior decision-maker	Getting to the Heart of the Matter	●	
102-15	Key impacts, risks, and opportunities	Sustainability Risk Management	●	

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GRI 102: Ethics and Integrity				
102-16	Values, principles, standards, and norms of behavior	We Are Yandex Business Ethics and Human Rights	●	
102-17	Mechanisms for advice and concerns about ethics	Business Ethics and Human Rights	●	
GRI 102: Governance				
102-18	Governance structure	About Corporate Governance Sustainability Governance	●	
102-19	Delegating authority	Our Sustainability Agenda Sustainability Governance	●	
102-20	Executive-level responsibility for economic, environmental, and social topics	Sustainability Governance	●	
102-21	Consulting stakeholders on economic, environmental, and social topics	Our Sustainability Agenda Sustainability Governance About the Report GRI Standards Index	●	Yandex regularly engages with its stakeholders, including on economic, environmental, and social matters. The results of engagement are used to define the company's sustainability priorities, develop new projects, and address specific issues of interest to each stakeholder group, e.g., improving services and products.
102-22	Composition of the highest governance body and its committees	Corporate Governance	●	
102-23	Chair of the highest governance body	Corporate Governance	●	
102-24	Nominating and selecting the highest governance body	Corporate Governance	●	
102-25	Conflicts of interest	Corporate Governance GRI Standards Index	●	Information about members of the Board of Directors is published on the company's official website. The same information is also published in the Annual Report on Form 20-F.
102-26	Role of highest governance body in setting purpose, values, and strategy	Sustainability Governance	●	

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Disclosure	Description	Section of the report	Status	Comments
102-27	Collective knowledge of highest governance body	Sustainability Governance	●	
102-28	Evaluating the highest governance body's performance	GRI Standards Index	◑	The company›s internal documents stipulate that there is an annual self-assessment procedure for the Board of Directors, with the Corporate Governance Committee responsible for overseeing the results. Oversight involves determining the nature of the assessment, monitoring its implementation, and discussing the results at Board meetings. The self-assessment is intended to improve the efficiency of the Board of Directors and its committees.
102-29	Identifying and managing economic, environmental, and social impacts	Sustainability Governance GRI Standards Index	●	The Board of Directors and senior management are involved in managing the company's economic, environmental, and social impact. Moreover, Yandex regularly engages with stakeholders, including on economic, environmental, and social issues. The results of this engagement are used, among other things, to manage sustainability matters, including defining priority areas, goals, and objectives.
102-30	Effectiveness of risk management processes	Sustainability Risk Management	●	
102-31	Review of economic, environmental, and social topics	Sustainability Governance	●	
102-32	Highest governance body's role in sustainability reporting	GRI Standards Index	●	Yandex's Sustainability Report has been approved by the company's senior management.
102-33	Communicating critical concerns	GRI Standards Index	●	Yandex has an Ethics Committee that consists of representatives of senior management and the heads of the Internal Audit Office and Legal Department. Committee members review and make decisions on particularly important issues related to ethics and compliance and inform Board members about reports received via the Yandex hotline. Critical HR issues can be brought up for discussion at weekly operational meetings attended by Yandex department heads and representatives from the HR Department.
102-35	Remuneration policies	Corporate Governance	●	
102-36	Process for determining remuneration	Corporate Governance	●	
GRI 102: Stakeholder Engagement				
102-40	List of stakeholder groups	About the Report	●	
102-41	Collective bargaining agreements	GRI Standards Index	●	Yandex has no collective bargaining agreements.

Disclosure	Description	Section of the report	Status	Comments
102-42	Identifying and selecting stakeholders	About the Report	●	
102-43	Approach to stakeholder engagement	About the Report	●	
102-44	Key topics and concerns raised	About the Report	●	
GRI 102: Reporting Practice				
102-45	Entities included in the consolidated financial statements	GRI Standards Index	●	The subsidiaries of Yandex N.V. that are included in the consolidated financial statements are listed on page 454 of 2020 Annual Report.
102-46	Defining report content and topic Boundaries	About the Report	●	
102-47	List of material topics	About the Report	●	
102-48	Restatements of information	GRI Standards Index	●	This is Yandex's inaugural sustainability report.
102-49	Changes in reporting	GRI Standards Index	●	This is Yandex's inaugural sustainability report.
102-50	Reporting period	About the Report GRI Standards Index	●	The report discloses information on Yandex's sustainability activities for the period from 1 January to 31 December 2020. Where indicated, information may cover other periods (e.g. information about certain important events, which took place in 2021).
102-51	Date of most recent report	About the Report GRI Standards Index	●	This is Yandex's inaugural sustainability report.
102-52	Reporting cycle	About the Report GRI Standards Index	●	Yandex is planning to publish a sustainability report on an annual basis.
102-53	Contact point for questions regarding the report	About the Report	●	
102-54	Claims of reporting in accordance with the GRI Standards	About the Report	●	
102-55	GRI content index	GRI Standards Index	●	
102-56	External assurance	GRI Standards Index	●	The report did not undergo any external assurance.

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Disclosure	Description	Section of the report	Status	Comments
GRI 103 (2016): Management Approach 2016				
103-1	Explanation of the material topic and its Boundary	About the Report	●	Material topics: • Assessment of Yandex's impact on the environment and climate change; Environmental Responsibility section • Rational use of resources: energy efficiency, recycling of equipment, and other waste; Environmental Responsibility section • Attracting, developing, and retaining talent; Yandex Employees section • Respect for human rights and equal opportunities in the workplace; Business Ethics and Human Rights, Yandex Employees sections • Supporting and developing Yandex service partners (drivers, couriers, and other partners); About Service Partners chapter • Ensuring a safe and comfortable work environment; Yandex Employees section • Developing widely accessible educational services; Yandex Educational Initiative section • Making Yandex services more accessible for people with disabilities; Support for Vulnerable Groups section • Responsible supplier selection; Business Ethics and Human Rights, Responsible Procurement sections • Promoting the development of social and charitable organizations; Support for Vulnerable Groups section • Information security and data privacy; Information Security and Data Privacy section • Product and service quality control; Ensuring Quality Content section, About Users chapter • Promoting the development of a comfortable environment; About Users chapter, Support for Vulnerable Groups section • Economic performance and growth; We Are Yandex chapter • Corporate governance; About Corporate Governance chapter • Ethics and integrity; Business Ethics and Human Rights section • Innovation; We Are Yandex, About Users chapters, and the company's official website
103-2	The management approach and its components	GRI Standards Index	●	The report contains notes to parts of the text that provide information about the management approach for a particular material topic.
103-3	Evaluation of the management approach	GRI Standards Index	●	The report contains notes to parts of the text that provide information about the management approach for a particular material topic.

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GRI 203 Indirect Economic Impacts 2016				
203-1	Infrastructure investments and services supported	Yandex Educational Initiative Support for Vulnerable Groups GRI Standards Index	●	Investment allocated for the Helping Hand project (launched in 2020): • RUB 250 mln Investment allocated for free educational services: • RUB 327 mln (2018) • RUB 636 mln (2019) • RUB 844 mln (2020) Total donations to charities, educational institutions, and spending on conferences and industry events: • RUB 165.3 mln (2018) • RUB 313.9 mln (2019) • RUB 418.6 mln (2020)
203-2	Significant indirect economic impacts	About Service Partners	●	
GRI 204: Procurement Practices 2016				
204-1	Proportion of spending on local suppliers	Responsible Procurement ESG Data Tables GRI Standards Index	◑	Actual data on procurements from local suppliers is only available for MLU B.V. (the joint venture between Yandex.Taxi and Uber that operates the Yandex.Taxi, Yandex.Eats, Yandex.Lavka, and Yandex.Drive services). For all remaining Yandex companies, data on procurements from local suppliers is presented on the basis of the budget allocated for procurement purposes. Actual costs were not used in calculations as actual costs were not recorded by region of supplier registration. The Russian Federation is the significant location of operation for the purposes of this disclosure.
GRI 205: Anti-Corruption 2016				
205-2	Communication and training about anti-corruption policies and procedures	Business Ethics and Human Rights ESG Data Tables	●	
205-3	Confirmed incidents of corruption and actions taken	Business Ethics and Human Rights GRI Standards Index	●	There were no violations of anti-corruption laws at Yandex in 2018–2020: no legal cases relating to corruption were brought against the company or, as far as Yandex is aware, against its employees. Nor were we aware of any violations of applicable anti-corruption requirements among Yandex's business partners within the scope of their relationships with the company.
GRI 206: Anti-Competitive Behavior 2016				
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Business Ethics and Human Rights	●	

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GRI 207: Tax 2019				
207-1	Approach to tax	About Service Partners GRI Standards Index	◖	Yandex supports partners who have officially registered as self-employed. This is a special tax regime that was introduced across Russia in 2019 as an experiment and will remain in force for 10 years. Citizens of the Russian Federation and citizens of countries that are members of the Eurasian Economic Union (Belarus, Armenia, Kazakhstan, and Kyrgyzstan) can become self-employed. Individuals and individual entrepreneurs can switch to the new regime. In this case, the taxpayer only pays professional income tax at a reduced rate of 4 or 6%. The regime enables an individual to conduct business legally and generate income from self-employment without the risk of being fined for illegal business activities. This tax regime is regulated by Federal Law No. 422-FZ «On the Experiment to Establish a Special Tax Regime 'Tax on Professional Income' in the Federal City of Moscow, in Moscow and Kaluga regions, and the Republic of Tatarstan (Tatarstan)» dated 27 November 2018.
GRI 301: Materials 2016				
301-1	Materials used by weight or volume	Environmental Responsibility GRI Standards Index	◖	Data on the volume of packaging used that is made from recycled material or secondary raw materials is presented for Yandex. Lavka and Yandex.Market. These services account for the largest share of the total volume of packaging used by Yandex.
GRI 302: Energy 2016				
302-1	Energy consumption within the organization	Environmental Responsibility ESG Data Tables GRI Standards Index	●	Yandex purchases electricity from Rosseti FGC UES (FGC UES, PJSC) for its own operations in Russia. Rosseti is a state-owned distribution company that determines its energy production mix in advance and does not give buyers control over the mix of renewable and non-renewable energy sources. The mix of purchased electricity varies by region to reflect regional hydroelectric (renewable) and nuclear power capabilities. Yandex does not sell electricity or heat. The only exception is the data center in Mäntsälä, which sells the heat produced by server equipment to a local power company. Energy consumption data for the data center does not include the heat sold to the municipal grid: records for this data are kept separately. The conversion to GJ is based on the conversion ratios (LHV) specified in the IPCC Guidelines for National Greenhouse Gas Inventories, Vol.2, Chapter 1 (Introduction), pp. 1.19–1.20, Table 1.2.
302-3	Energy intensity	Environmental Responsibility GRI Standards Index	●	PUE (power usage effectiveness) is used to monitor energy intensity at data centers. PUE is the ratio of the total energy consumption of a data center to the energy consumption of IT equipment. The energy intensity of offices was calculated using electricity consumption data for offices in the Krasnaya Roza (Moscow), Avrora (Moscow), OKO (Moscow), and Benois (St. Petersburg) business centers only (over 90% of office space by floor area). Specific electricity consumption was: 166.91 kWh/m2 (2019) and 106.85 kWh/m2 (2020). No data for 2018 is provided due to the fact that measurement of electricity consumption at the Benois business center only started in 2019. Only energy consumption within Yandex is taken into account when calculating the energy intensity of data centers and offices.

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Disclosure	Description	Section of the report	Status	Comments
302-4	Reduction of energy consumption	Environmental Responsibility GRI Standards Index	◐	PUE is used to monitor the reduction in electricity consumption at data centers. The base year for calculating the reduction in electricity consumption is the year the data center was built, since new data centers only use energy-saving technologies. The decrease in PUE at the Vladimir data center is due to increased capacity at the data center. The decrease in PUE at Sasovo is due to the commissioning of a significant number of modules using full free cooling technologies. The year-on-year change in PUE at Ivanteevka and Mytishchi is due to different weather conditions in these periods (number of hot days per year).
GRI 303: Water and Effluents 2018				
303-3	Water withdrawal	Environmental Responsibility ESG Data Tables GRI Standards Index	◐	Yandex withdraws fresh water from its own wells at data centers (Sasovo and Vladimir). Two more data centers (Mäntsälä and Mytishchi) withdraw water from central water supply systems. Water intake data is presented for the data centers in Vladimir, Mytishchi, Sasovo, and Mäntsälä. Water intake data for the Ivanteevka data center is not recorded separately (water consumption is included in the total cost of utilities). Data on water withdrawal for offices is obtained from office landlords, while data for data centers is based on water meter readings. Office water consumption data is presented for the Krasnaya Roza (Moscow) and Avrora (Moscow) business centers (over 80% of office space by floor area). Yandex does not withdraw water from regions experiencing water scarcity. "Regions of operation" refers to regions where Yandex offices and data centers are located.
GRI 304: Biodiversity 2016				
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	GRI Standards Index	●	Yandex has no operations in territories adjacent to nature reserves, national parks, or other protected natural areas.
GRI 305: Emissions 2016				
305-1	Direct (Scope 1) GHG emissions	Environmental Responsibility ESG Data Tables	●	
305-2	Energy indirect (Scope 2) GHG emissions	Environmental Responsibility ESG Data Tables	●	
305-4	GHG emissions intensity	Environmental Responsibility ESG Data Tables	●	

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GRI 306: Waste 2020				
306-1	Waste generation and significant waste-related impacts	Environmental Responsibility GRI Standards Index	●	Due to the diverse nature of Yandex's business, waste generation and waste handling methods are broken down by key business processes that involve significant waste generation (Yandex.Lavka, Yandex.Market). The report also discloses information on waste generated by data centers and offices, and describes the company's approach to e-waste management.
306-2	Management of significant waste-related impacts	Environmental Responsibility GRI Standards Index	●	Yandex performs due diligence procedures for all counterparties to verify their compliance with legislative requirements. Waste disposal operators must also undergo a similar procedure. Data on the volume of waste generated by the Vladimir data center is based on information from statistical reports for form No. 2-TP (waste) for 2018–2020. Data on the amount of waste generated by the Mäntsälä data center is based on information from reports prepared for the regulator. Data on the volume of waste generated by offices was collected and calculated specifically for the report (first-time information collection). Data related to waste management in Yandex.Lavka and Yandex.Market was collected and calculated specifically for the report (first-time collection). Also refer to the comments for disclosure 306-1.
306-3	Waste generated	Environmental Responsibility ESG Data Tables GRI Standards Index	◐	Waste is classified into hazard classes in accordance with waste classification established by Federal Law No. 89-FZ of 24.06.1998 (as amended on 07.04.2020) «On the Production and Consumption of Waste». No breakdown by hazard class is presented for the data center in Finland as this classification is not used in Finnish law. Yandex data centers and offices, as well as Yandex.Market and Yandex.Lavka, only generate hazard class IV and V waste. Data on the volume of waste generated by data centers includes data for the Vladimir and Mäntsälä data centers. Office waste generation data is presented for the Krasnaya Roza (Moscow) and Avrora (Moscow) business centers (over 80% of office space by floor area). Waste generation data for other Yandex data centers and offices is not included as such information was not available at the time of report preparation.
306-4	Waste diverted from disposal	Environmental Responsibility ESG Data Tables GRI Standards Index	◐	Data on waste handling methods is provided for the Vladimir and Mäntsälä data centers, as well as for Yandex.Market. Data for other facilities and services was not available at the time of report preparation.
306-5	Waste directed to disposal	Environmental Responsibility ESG Data Tables GRI Standards Index	◐	Data on waste handling methods is provided for the Vladimir and Mäntsälä data centers, as well as for Yandex.Market. Data for other facilities and services was not available at the time of report preparation.

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GRI 307: Environmental Compliance 2016				
307-1	Non-compliance with environmental laws and regulations	GRI Standards Index	●	No breaches of environmental legislation were recorded at Yandex in 2018 and 2020.
				In 2019, the company paid a fine of RUB 10,000 for failure to comply with rules for the protection of habitats or migration routes of wildlife and aquatic biological resources. Yandex was also obliged to enter into an agreement on the use of water resources as part of the legal process. There were no other instances of Yandex being held liable for non-compliance with environmental legislation in 2019.
				The above cases have been thoroughly reviewed by the responsible Yandex teams to prevent their recurrence in the future.
GRI 401: Employment 2016				
401-1	New employee hires and employee turnover	Yandex Employees ESG Data Tables	●	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Yandex Employees ESG Data Tables GRI Standards Index	●	The Russian Federation is the significant location of operation for the purposes of this disclosure.
401-3	Parental leave	Yandex Employees ESG Data Tables	◑	
GRI 403: Occupational Health and Safety 2018				
403-1	Occupational health and safety management system	Yandex Employees	●	Yandex complies with statutory occupational health and safety requirements, specifically: • Article 212 of the Russian Labor Code, • Order of the Ministry of Labor and Social Protection of the Russian Federation No. 438n of 19 August 2016 "On Approval of Standard Regulations for Occupational Health and Safety Management Systems".
403-2	Hazard identification, risk assessment, and incident investigation	Yandex Employees GRI Standards Index	●	Investigations into work-related incidents are conducted as follows: • Injured workers are given medical treatment (if any) • The scene of the incident is investigated, including photography and video recordings • Witnesses and victims are interviewed (if applicable and if any) • An investigation commission is appointed • The causes of the incident are determined • Processes are changed, equipment is upgraded (if applicable) or its design is changed, and staff are trained (depending on the causes of the incident) Also refer to the comments for disclosure 403-4.
403-3	Occupational health services	Yandex Employees GRI Standards Index	●	Yandex conducts mandatory due diligence of all partners that provide voluntary health insurance, life insurance, and other health-related incentives to its employees.

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403-4	Worker participation, consultation, and communication on occupational health and safety	Yandex Employees GRI Standards Index -	⬤	Employees can discuss any questions or concerns they may have about occupational health and safety with safety officers, their managers, and HR partners. Employees can also use the Yandex hotline to make reports, complaints, and proposals about occupational health and safety. All employees are made aware of the contact details for the hotline during the induction process. Hotline details are also displayed on information boards throughout the company›s offices. Yandex Self-Driving Group employees can contact a 24/7 support service (SDG Drivers Support) to report any work-related hazards associated with self-driving cars.
403-5	Worker training on occupational health and safety	Yandex Employees	⬤	
403-6	Promotion of worker health	Yandex Employees ESG Data Tables	⬤	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	About Users About Service Partners	⬤	
403-8	Workers covered by an occupational health and safety management system	Yandex Employees About Service Partners GRI Standards Index	⬤	The occupational health and safety management system covers 100% of employees who have employment contracts. 100% of drivers who work with Yandex services (Yandex partners) are insured during the ride and entitled to benefits in accordance with the approved insurance scheme for road traffic accidents. 100% of couriers who work with Yandex services (Yandex partners) are insured for life and health during each shift. 100% of drivers who work with Yandex services (Yandex partners) and were active on the service for a set number of hours were eligible for one-time compensation payment as part of the financial support program during the coronavirus pandemic if they tested positive for COVID-19 or had to self-quarantine after coming into contact with an infected person. The amount was determined based on the driver's average income for the period.
403-9	Work-related injuries	Yandex Employees GRI Standards Index -	⬤	Work-related injuries and occupational diseases are only recorded for company employees who have employment contracts. In 2018, the company recorded two lost time incidents in which two employees were injured (both from General Business Units). LTIFR[164] was 0.116. In 2019, the company recorded three lost time incidents (one in General Business Units and two in the Market segment). LTIFR was 0.120. All injuries reported in 2018–2019 were of low severity. No work-related injuries were reported in 2020 (LTIFR – 0). The company regularly monitors working conditions at all business units and provides personal protective equipment to employees who may be exposed to work-related risks. All Yandex employees and business support team members are provided with mandatory occupational health and safety training as required by law (for example, inductions) and are required to pass knowledge tests on a regular basis. Safety officers inspect all fire-fighting equipment and carry out regular and unscheduled inspections of sites/buildings/structures, provide training to employees responsible for fire safety, occupational health, and safety, and electrical safety. Injury data is sourced from an accident log.

[164] LTIFR is calculated based on a factor of 1,000,000 work hours. The total number of man-hours worked was 17,264,935 in 2018 (2019: 24,810,342 man-hours).

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Disclosure	Description	Section of the report	Status	Comments
403-10	Work-related ill health	Yandex Employees GRI Standards Index	●	There were no cases of occupational diseases in 2018–2020. The company regularly monitors working conditions at all business units and provides personal protective equipment to employees who may be exposed to work-related risks. Employees can also choose to have an annual medical check-up, which is covered by the voluntary health insurance policy. Information about occupational diseases was collected specially for this report (first-time collection).
GRI 404: Training and Education 2016				
404-1	Average hours of training per year per employee	Yandex Employees ESG Data Tables GRI Standards Index	●	We included all employees who worked at the company during the year and their working hours when calculating average hours of training. Data only includes training sessions for which employees register via the Learning Group and does not include free online training courses for which employees register themselves.
404-2	Programs for upgrading employee skills and transition assistance programs	Yandex Employees	●	
404-3	Percentage of employees receiving regular performance feedbacks and career development reviews	Yandex Employees GRI Standards Index	●	In 2018–2020, 100% of managers, specialists and interns received regular performance reviews.
GRI 405: Diversity and Equal Opportunity 2016				
405-1	Diversity of governance bodies and employees	Yandex Employees About Corporate Governance ESG Data Tables GRI Standards Index	●	The number of employees in various categories (gender, age, division, profession, length of work in Yandex) is calculated based on the number of unique employees for the year and does not reflect a snapshot as at a specific date.
405-2	Ratio of basic salary and remuneration of women to men	Yandex Employees GRI Standards Index	●	Yandex values the work of men and women equally. Remuneration is determined based on an employee's position, grade level, and performance appraisal results.
GRI 406: Non-Discrimination 2016				
406-1	Incidents of discrimination and corrective actions taken	GRI Standards Index	●	In 2020, the company registered four insignificant cases of violation of the Code of Business Ethics & Conduct related to any kind of discrimination. The company took appropriate disciplinary actions against all violators and made amendments to the Code of Business Ethics & Conduct.

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Disclosure	Description	Section of the report	Status	Comments
GRI 408: Child Labor 2016				
408-1	Operations and suppliers at significant risk for incidents of child labor	GRI Standards Index	●	The laws of the countries where Yandex operates prohibit the use of child labor. Yandex conducts due diligence and performs integrity checks on suppliers. Yandex expects all suppliers to comply with the Code of Business Ethics & Conduct and incorporates a clause to this effect in contracts.
GRI 409: Forced or Compulsory Labor 2016				
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	GRI Standards Index	●	The laws of the countries where Yandex operates prohibit the use of forced labor. Yandex conducts due diligence and performs integrity checks on suppliers. Yandex expects all suppliers to comply with the Code of Business Ethics & Conduct and incorporates a clause to this effect in contracts.
GRI 412: Human Rights Assessment 2016				
412-2	Employee training on human rights policies or procedures	Business Ethics and Human Rights ESG Data Tables GRI Standards Index	●	Yandex does not have a separate training course on human rights; however, the business ethics training course covers aspects of human rights protection.
GRI 413: Local Communities 2016				
413-1	Operations with local community engagement, impact assessments, and development programs	Yandex Educational Initiative Support for Vulnerable Groups Environmental Responsibility	●	
GRI 414: Supplier Social Assessment 2016				
414-1	New suppliers that were screened using social criteria	Responsible Procurement GRI Standards Index	◐	Yandex performs background checks on every supplier that provides goods and services worth over RUB 3 mln excl. VAT on an annual basis (expenses are monitored for all Yandex business units except MLU B.V.). The company checks for ongoing litigations, debt, accounting statements, and other potential red flags. In some instances, Yandex conducts special on-site reviews (both prior to the selection of the vendor and during contract performance).
GRI 416: Customer Health and Safety 2016				
416-1	Assessment of the health and safety impacts of product and service categories	About Users GRI Standards Index	◐	Yandex does not calculate the percentage of services for which health and safety impacts on users are assessed as there is no need for such a calculation. However, the report discloses information about the company's approach to security management in its services, including information security (all services), transport security (Yandex.Taxi, Yandex.Drive, and the Self-Driving Group), food safety (Yandex.Lavka), and other aspects associated with the protection of user health and safety.

Disclosure	Description	Section of the report	Status	Comments
GRI 417: Marketing and Labeling 2016				
417-3	Incidents of non-compliance relating to marketing communications	GRI Standards Index	●	The values presented below refer to the number of incidents relating to the company's own marketing communications (ads and marketing communications about the company's own products and services). Incidents of non-compliance with regulations resulting in a fine or penalty: • 2 (2018) • 1 (2019) • 1 (2020) Incidents of non-compliance with regulations resulting in a warning: • 0 (2018) • 0 (2019) • 1 (2020) Incidents of non-compliance were minor and were promptly eliminated, while each case was thoroughly analyzed to prevent or reduce the likelihood of it reoccurring in the future.
GRI 418: Customer Privacy 2016				
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Information Security and Data Privacy GRI Standards Index	●	In the period from 2018 to 2020, Yandex was not subject to any fines or other sanctions for breaching personal data legislation.

SASB Index

Code	Accounting Metric	Section of the report	Comments
SASB Internet Media & Services 2018			
TC-IM-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Environmental Responsibility ESG Data Tables SASB Index	Refer to the comments for GRI disclosure 302-1 in the GRI Standards Index.
TC-IM-130a.2	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Environmental Responsibility ESG Data Tables SASB Index	Yandex does not withdraw water in regions experiencing water scarcity.
TC-IM-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	Environmental Responsibility	
TC-IM-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	Information Security and Data Privacy Ensuring Quality Content About Users About Service Partners	
TC-IM-220a.4	(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure	Information Security and Data Privacy	
TC-IM-220a.5	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	SASB Index	Ukraine is the only country where Yandex services are limited due to sanctions. Sanctions were imposed in 2017 and extended for another three years in 2019.
TC-IM-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	Information Security and Data Privacy SASB Index	In the period from 2018 to 2020, Yandex was not subject to any fines or other sanctions for violations of personal data law.
TC-IM-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Information Security and Data Privacy	
TC-IM-330a.2	Employee engagement as a percentage	Yandex Employees ESG Data Tables	
TC-IM-330a.3	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	Yandex Employees ESG Data Tables	

Code	Accounting Metric	Section of the report	Comments
SASB E-Commerce 2018			
CG-EC-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Environmental Responsibility ESG Data Tables SASB Index	Refer to the comments for TC-IM-130a.1 in SASB Internet Media & Services 2018.
CG-EC-130a.2	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Environmental Responsibility ESG Data Tables SASB Index	Refer to the comments for TC-IM-130a.2 in SASB Internet Media & Services 2018.
CG-EC-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	Environmental Responsibility	
CG-EC-220a.2	Description of policies and practices relating to behavioral advertising and user privacy	Information Security and Data Privacy Ensuring Quality Content About Users About Service Partners	
CG-EC-230a.1	Description of approach to identifying and addressing data security risks	Information Security and Data Privacy	
CG-EC-230a.2	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	Information Security and Data Privacy SASB Index	Refer to the comments for TC-IM-230a.1 in SASB Internet Media & Services 2018.
CG-EC-330a.1	Employee engagement as a percentage	Yandex Employees ESG Data Tables	
CG-EC-330a.2	(1) Voluntary and (2) involuntary turnover rate for all employees	Yandex Employees ESG Data Tables SASB Index	The turnover rate presented in the report only includes Yandex employees and does not include business team members.
CG-EC-330a.3	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	Yandex Employees ESG Data Tables	
CG-EC-410a.2	Discussion of strategies to reduce the environmental impact of product delivery	Environmental Responsibility	

Code	Accounting Metric	Section of the report	Comments
SASB Software & IT Services 2018			
TC-SI-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Environmental Responsibility ESG Data Tables SASB Index	Refer to the comments for TC-IM-130a.1 in SASB Internet Media & Services 2018.
TC-SI-130a.2	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Environmental Responsibility ESG Data Tables SASB Index	Refer to the comments for TC-IM-130a.2 in SASB Internet Media & Services 2018.
TC-SI-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	Environmental Responsibility	
TC-SI-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	Information Security and Data Privacy Ensuring Quality Content About Users About Service Partners	
TC-SI-220a.4	(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure	Information Security and Data Privacy	
TC-SI-220a.5	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	SASB Index	Refer to the comments for TC-IM-220a.5 in SASB Internet Media & Services 2018.
TC-SI-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	Information Security and Data Privacy SASB Index	Refer to the comments for TC-IM-230a.1 in SASB Internet Media & Services 2018.
TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Information Security and Data Privacy	
TC-SI-330a.2	Employee engagement as a percentage	Yandex Employees ESG Data Tables	
TC-SI-330a.3	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	Yandex Employees ESG Data Tables	
TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	SASB Index	A description of the technological risks that may affect Yandex's business continuity is provided in the Sustainability Risk Management section and on page 9 of 2020 Annual Report.

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Contribution to the UN SDGs   ESG Data Tables   GRI Standards Index   SASB Index

Code	Accounting Metric	Section of the report	Comments
SASB Media & Entertainment 2018			
SV-ME-260a.1	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	Yandex Employees ESG Data Tables	
SV-ME-520a.1	Description of approach to ensuring intellectual property (IP) protection	Intellectual Property	
SASB Road Transportation 2018			
TR-RO-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Environmental Responsibility ESG Data Tables	
TR-RO-110a.3	(1) Total fuel consumed, (2) percentage natural gas, (3) percentage renewable	Environmental Responsibility ESG Data Tables SASB Index	Refer to the comments for TC-IM-130a.1 in SASB Internet Media & Services 2018.
TR-RO-320a.2	(1) Voluntary and (2) involuntary turnover rate for all employees	Yandex Employees ESG Data Tables SASB Index	Refer to the comments for CG-EC-330a.2 in the SASB E-Commerce 2018 Table.
TR-RO-320a.3	Description of approach to managing short-term and long-term driver health risks	About Service Partners SASB Index	Drivers who complete ride requests through Yandex Go are not Yandex employees; however, the company takes care of their physical safety. For more information, refer to the relevant chapter of the report.