Tables & Annexes

2021 Yandex Sustainability Progress Report

2021

Annex I

ESG Data Tables

01

Human Capital

The numbers of employees provided in the tables are not year-end values. In accordance with Yandex's internal methodology, we present the number of unique employees working at Yandex in the reporting period. The data for 2019 and 2018 is presented in our 2020 Sustainability Report. The numbers of employees do not include people in the business support team; they are recorded separately.

The total number of employees increased by 35% compared with the previous reporting period (+34% employees in Russia and +53% employees in other countries). The majority of Yandex employees (98%) had permanent employment contracts.

The year 2021 saw a significant increase in managers compared with 2020. The number of employees in managerial positions grew 43% in 2020 (by 17% 2020 vs 2019) due to the growth in business and the creation of new business units.

In 2021, the number of female managers grew faster than that of male managers (by 50% and 40%, respectively). As a result, the share of women managers increased 2 percentage points from 30% in 2020 to 32% in 2021.

In 2021, people under 30 became the largest age group at Yandex, accounting for over a half of our team (54%). In 2020, most employees (55%) were between 30 and 50.

Interns are not included in the total number of employees presented. Yandex had 1,706 interns in 2021, nearly three times as many as in the previous reporting period (630 interns in 2020 and 1,604 interns in 2019). This was due to the reactivation of internship programs that had been put on hold because of COVID-19.

GRI 2-7   GRI 405-1

Total number of employees by employment contract, gender, and region

	2021			2020		
	Women	Men	Total	Women	Men	Total
Russia	**7,273**	**13,179**	**20,452**	**5,488**	**9,720**	**15,208**
Permanent employment contract	7,183	13,095	20,278	5,424	9,686	15,110
Temporary employment contract	90	84	174	64	34	98
Other countries	**254**	**445**	**699**	**168**	**290**	**458**
Permanent employment contract	174	269	443	118	160	278
Temporary employment contract	80	176	256	50	130	180
Total	**7,527**	**13,624**	**21,151**	**5,656**	**10,010**	**15,666**

Total number of employees by employment type and gender

	2021			2020		
	Women	Men	Total	Women	Men	Total
Full-time employees	7,357	13,364	20,721	5,542	9,846	15,388
Part-time employees	170	260	430	114	164	278
Total	**7,527**	**13,624**	**21,151**	**5,656**	**10,010**	**15,666**

Human Capital

GRI 2-7   GRI 405-1   TC-IM-330a.3   CG-EC-330a.3   TC-SI-330a.3   SV-ME-260a.1

Total number of employees by level and gender

	2021			2020		
	Women	Men	Total	Women	Men	Total
Managers	1,087	2,334	3,421	726	1,659	2,385
%	32%	68%	100%	30%	70%	100%
Specialists	6,440	11,290	17,730	4,930	8,347	13,281
%	36%	64%	100%	37%	63%	100%
Total	7,527	13,624	21,151	5,656	10,010	15,666
%	36%	64%	100%	36%	64%	100%

Total number of employees by time employed at Yandex

	2021	2020
Less than 3 months	2,234	938
From 3 months to 1 year	6,878	2,724
1–2 years	5,697	6,809
3–5 years	3,802	2,720
6–10 years	1,660	1,822
Over 10 years	880	653
Total	21,151	15,666

Total number of employees by age group

	2021	2020
Under 30 years old	11,513	6,841
30–50 years old	9,381	8,546
Over 50 years old	257	279
Total	21,151	15,666

Human Capital

GRI 2-8

Total number of people in the business support team

	2021			2020		
	Russia	Other countries	Total	Russia	Other countries	Total
Assessors	6,636	5	6,641	5,262	0	5,262
Operators	5,077	565	5,642	3,135	347	3,482
Support specialists	12,281	159	12,440	2,796	93	2,889
Moderators	225	0	225	341	0	341
Logistics specialists	93	0	93	1,117	0	1,117
Warehouse workers	3,957	0	3,957	1,304	0	1,304
Other categories	2,661	312	2,973	1,690	76	1,766
Total	30,930	1,041	31,971	15,645	516	16,161

Members of the business support team are not recorded in the total number of employees. They have an employment contract and most of them do piecework and work flexible hours. They also receive the social benefits guaranteed by labor laws.

The data on the number of people in the business support team is not year-end data. In accordance with Yandex's internal methodology, we present the number of unique business support team specialists working with Yandex during the reporting period. Due to the growth of our business, the number of people in the business support team doubled in 2021 compared with 2020. The decrease in the number of logistics specialists was due to the reclassification of the Logistics Specialists and Warehouse Workers categories.

GRI 401-1

Total number of new hires employed during the reporting period by age group, gender, and region

	2021			2020		
	Women	Men	Total	Women	Men	Total
Russia	**3,157**	**5,352**	**8,509**	**1,470**	**2,118**	**3,588**
Under 30 years old	1,688	3,002	4,690	702	1,136	1,838
30–50 years old	1,442	2,322	3,764	733	960	1,693
Over 50 years old	27	28	55	35	22	57
Other countries	**138**	**211**	**349**	**29**	**45**	**74**
Under 30 years old	41	98	139	8	23	31
30–50 years old	90	104	194	20	21	41
Over 50 years old	7	9	16	1	1	2
Total number of new hires	**3,295**	**5,563**	**8,858**	**1,499**	**2,163**	**3,662**

Human Capital

GRI 401-1

Internally filled vacancies

	2021	2020
Number of vacancies filled by internal candidates	2,773	1,103
Share of vacancies filled by internal candidates	26%	24%

The share of vacancies filled by internal candidates was calculated based on the total number of vacancies filled during the year (some of those might have been opened in the previous reporting period). Scheduled promotions were not included in the calculation. The term "internal candidates" refers to all people we work with, including business support team specialists and interns.

GRI 401-2   GRI 403-6

Number of employees participating in Yandex's Equity Incentive Plan, by region

	2021		2020	
	Russia	Other countries	Russia	Other countries
Employees participating in the plan	72%	73%	59%	46%

GRI 2-4   GRI 401-1   CG-EC-330a.2   TR-RO-320a.2

Undesirable and overall turnover rates

	2021	2020	2019
Undesirable turnover	**4.9%**	**4.5%***	**4.3%**
Total turnover rate	**20.5%**	**20.3%***	**17.6%***
Total turnover rates for individual business units			
Search & Portal	16.8%	18.7%	16.2%
RideTech and FoodTech	24.1%	27.5%	20.8%*
Market	26.0%	14.8%*	16.2%*

Undesirable turnover refers to top performers who leave the company. This is one of the key employee metrics monitored by Yandex's HR departments.

The turnover rates marked with an asterisk (*) have been adjusted and differ from the values in Yandex's 2020 Sustainability Report. The adjustment was made in view of our refined approach to calculating the number of employees who leave Yandex during a specific period. The total turnover rate for 2019 was adjusted from 18% to 17.6%, while the undesirable turnover rate was not adjusted and remained at slightly above 4%. The total turnover for 2020 was adjusted from 24% to 20.3%, and the undesirable turnover rate for the same period was adjusted from 5% to 4.5%.

Total turnover rates for individual business units were calculated based on the number of relevant employees who left Yandex in the reporting period in relation to the average number of business unit employees for the period.

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Human Capital

GRI 401-2   GRI 403-6

Benefits provided to employees, by region

	2021		2020	
	Russia	Other countries	Russia	Other countries
Percentage of employees insured under life insurance policies, %	100%	80%	100%	80%
Percentage of employees insured under health insurance policies, %	100%	90%	100%	80%
Percentage of employees with access to free sports sessions, %	100%	100%	100%	100%
Number of employees who requested and received housing program benefits benefits	688	23	598	13

The benefits are provided to full-time employees who are paid by time rate. Life and health insurance are usually provided to employees if it is common practice in the local market. As of the end of 2021, private health insurance was provided to 17,285 employees (12,123 employees received it in 2020 and 11,168 in 2019).

Housing benefits have been also available in Kazakhstan since 2020.

GRI 401-3

Number of employees who took parental leave during the reporting period

	2021			2020		
	Women	Men	Total	Women	Men	Total
Employees who took parental leave	207	6	213	175	5	180

All Yandex employees who take care of a child as a parent, adoptive parent or guardian are entitled to a parental leave in accordance with labor legislation. For more information about the benefits provided to Yandex employees who exercised this right, please see the **Yandex Employees section of this report**.

Human Capital

GRI 404-1

TC-IM-330a.2   CG-EC-330a.1   TC-SI-330a.2

Average hours of training per year per employee

By level		2021	2020
Managers		9	8
Specialists		7	3
Interns		16	8
By gender			
Women		9	5
Men		7	3

Interns are not included in the total number of employees and are shown in this table for convenience.

We included all employees who worked at Yandex during the reporting year, with adjustment for the length of service. We included hours of optional internal and external training of all formats for which employees enrolled through the Training Group. We did not include hours of free online training, including courses completed on the Möbius internal e-learning platform. When calculating the duration of a particular course, we relied on the estimated completion time (if available) or the average completion time.

Yandex employees completed more than 530,000 hours of training in 2021—almost double that of 2020. This increase was due to an increase in the number of employees and the renewal of training programs suspended during the pandemic. In 2021, all Yandex employees received at least some training, with certain training programs covering 4 percentage points more employees than in 2020.

Employee engagement

	2021	2020
Percentage of actively engaged employees	87%	87%
Percentage of passive employees	6%	6%
Percentage of unengaged employees	5%	5%
Percentage of actively unengaged employees	2%	2%

For more information about our employee engagement survey methodology, please refer to page 106 of the 2020 Sustainability Report. The survey results were interpreted as follows: actively engaged employees (answers "Agree" and "Somewhat agree"), passive employees (answer "Not sure"), unengaged employees (answers "Somewhat disagree"), and actively unengaged employees (answer "Disagree").

Occupational Health and Safety

GRI 403-5   GRI 403-8

Coverage of Yandex's occupational health and safety management system and training

	2021	2020
Number of people (excluding business support team members) covered by the OHS management system, %	100 %	100 %
Business support team members covered by the OHS management system, %	100 %	100 %
Employees who completed OHS training, # of people	27,723	21,339

The OHS management system covers 100% of employees and members of the business support team who have an employment contract with Yandex. We include all new hires who completed mandatory OHS induction training, as well as employees who passed refresher training (which must be completed every three years by law) during the period.

GRI 403-9   GRI 403-10

Work-related injuries and illness

	2021	2020
Fatalities, # of instance.	0	0
Lost Time Injury (LTI), # of instance.	14	0
Occupational diseases, # of instance.	0	0
Lost Time Injury Frequency Rate (LTIFR)	0.068	0.000

Includes all people, including members of the business support team, who have an employment contract with Yandex. LTIFR is calculated based on a factor of 1,000,000 work hours. The total number of man-hours worked was 205,962,815 in 2021 (35,468,594 in 2020). The increase was due to the expansion in the Yandex workforce (see the employee stats pages 3–5) and the growth of our businesses. The LTI rate is calculated with account for injuries that resulted in sick leaves. The increase in incidents in 2021 was due to the scaling of Yandex Market operations. Injuries occurred in warehouses, most of which were minor, like jammed fingers. One employee broke their leg. We analyzed the causes of the incidents and took measures to prevent them in future.

Compliance with Business Ethics

GRI 2-24   GRI 205-2   GRI 412-2

Business Ethics and Anti-Corruption Training of Yandex employees, number of people

	2021			2020		
	Managers	Specialists	Total	Managers	Specialists	Total
Informed about ethical and anti-corruption requirements	3,421	17,730	21,151	2,385	13,281	15,666
Share of informed employees, %	100%	100%	100%	100%	100%	100%
Completed business ethics/anti-corruption training	2,960	15,480	18,440	1,137	6,347	7,483
Share of trained employees, %	87%	87%	87%	48%	48%	48%

Yandex's ethics policy, including anti-corruption requirements, was also communicated to all interns (these were not included in the headcount). The increase in the share of employees who completed the ethics/anti-corruption training in Russia was due to the development of an updated training course in late 2020 (made available in the last quarter of 2020).

The increase in the share of employees trained in other countries was due to the launch of an English version of the course.

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Environmental Performance

Energy and fuel consumption by Yandex's infrastructure, including movable property, in accounting units and GJ

	2021		2020	
Electricity	kWh	GJ	kWh	GJ
Total	474,580,233	1,708,489	400,401,615	1,441,445
Data centers	447,554,130	1,611,195	385,452,303	1,387,628
Offices	17,817,036	64,141	12,282,275	44,216
Logistics centers	9,209,067	33,153	2,667,037	9,601
Heat	Gcal	GJ	Gcal	GJ
Total	38,853	162,562	14,492	60,633
Data centers	477	1,996	521	2,179
Offices	26,701	111,716	10,021	41,929
Logistics centers	11,675	48,850	3,950	16,525
Diesel	liters	GJ	liters	GJ
Total	5,838,628	196,178	1,893,029	63,606
Data centers	80,852	2,717	60,783	2,042
Movable property	5,757,776	193,461	1,832,246	61,563
Non-CNG	m³	GJ	m³	GJ
Total	732,579	23,296	483,205	15,366
Data centers	732,579	23,296	483,205	15,366
Gasoline	liters	GJ	liters	GJ
Total	39,210,978	1,293,962	36,921,980	1,218,425
Movable property	39,210,978	1,293,962	36,921,980	1,218,425

GRI 302-1   TC-IM-130a.1   CG-EC-130a.1

TC-SI-130a.1   TR-RO-110a.3

The table shows the actual consumption of energy and fuel for facilities keeping accounting records. The conversion to GJ is based on the following conversion ratios: from kWh, 0.0036; from GCal, 4.184; from liters for diesel, 0,0336; from liters for gasoline, 0.033; and from m³ for natural gas, 0.0318 (sources: **IPCC, GOST 305-2013, GOST R 51105-97, GOST 27577-2000, Ministry of Natural Resources Order No 300**).

Data centers: Data from 2021 and 2020 covers all Yandex data centers in Vladimir, Ivanteevka, Mytishchi, Mäntsälä, and Sasovo.

Offices: Actual electricity consumption data for 2021 covers 18 Yandex offices accounting for 98% of the company's office space in 2021; for 2020, 12 Yandex offices accounting for 94% of the company's office space in 2020. Actual heat consumption data for 2021 covers 10 Yandex offices accounting for 85% of the company's office space in 2021; for 2020, three Yandex offices accounting for 80% of the company's office space in 2020. In 2020–2021, the company's office space increased by 32%, from 142,000 to 188,000 m². The 2020 data is updated and differs from the values presented in 2020 Sustainability Report due to retrospective accounting for energy consumption data of the facilities with no data collection systems in place at the date of the previous report.

Environmental Performance

Logistics centers: Energy consumption data is shown for fulfillment and sorting centers where Yandex e-commerce service orders are stored, processed and filled. Electricity consumption data for 2021 covers 19 facilities (two of them were not commissioned and included energy consumption related to the preparation of the facilities for operation) accounting for 95% of the company's warehouse space in 2021; for 2020, the data covers three facilities accounting for 78% of the company's warehouse space in 2020. Heat consumption data for 2021 covers 15 facilities (two of them were not commissioned) accounting for 83% of the company's warehouse space in 2021; for 2020, four facilities accounting for 100% of the company's warehouse space in 2020. Fifteen fulfillment and sorting centers were commissioned in 2021, and the total area of warehouse premises increased from 71,000 m² to 371,000 m². The 2020 data is updated and differs from the values presented in 2020 Sustainability Report due to retrospective accounting for the energy consumption data of the facilities with no data collection systems in place at the date of the previous report.

Movable property: Fuel consumption data is shown for self-driving cars and vehicles leased by Yandex Drive.

Water withdrawal at data centers and offices, megaliters

	2021	2020	2019	2018
Data centers	31.9	24.8	19.2	28.5
Vladimir	1.5	1.7*	0.7*	0.9*
Sasovo	27.5	20.3	15.4	22.9
Mytishchi	1.0	0.6	0.6	0.5
Mäntsälä	1.9	2.2	2.5	4.2
Offices	92.4	52.7	106.7	85.1
Total water withdrawal	124.3	30.5	125.9	113.6

The table includes *actual* water withdrawal for facilities keeping accounting records. The figures marked with (*) have been adjusted and differ from the values presented in 2020 Sustainability Report. The adjustment was made following a manual input error and the inclusion of Sasovo data center indicators in the calculation of Vladimir data center values. We have conducted an additional internal validation and concluded that the adjustments were in line with accounting records. Yandex does not withdraw water from regions experiencing water scarcity.

Data centers: Sasovo and Vladimir data centers withdraw fresh water from its own wells. Ivanteevka, Mytishchi and Mäntsälä data centers withdraw water from central water supply systems (municipal services). 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). An insignificant amount of water is used for sanitary needs. Data centers do not use water for cooling server equipment (a free cooling technology is used instead), with the exception of extreme heat when additional air-conditioning can be supplied. In 2021, water consumption by data centers increased by 29% compared to 2020, which is due, among other things, to construction work.

Offices: All offices source water from municipal water networks and use it for sanitary purposes. Water withdrawal data for 2021 is shown for 10 Yandex offices accounting for 88% of the company's office space in 2021 and, for 2020, two Yandex offices accounting for 66% of the company's office space (and over 80% of occupied premises). Water intake data for the remaining offices is not recorded separately (water consumption is included in the total cost of utilities). In 2020–2021, the company's office space increased by 32%, from 142,000 m² to 188,000 m². The data perimeter for 2018–2019 corresponds to the data perimeter for 2020.

Environmental Performance

Waste generated at data centers and offices, metric tons

	2021	2020
Total for data centers	**211.4**	**121.8**
DC Vladimir	165.3	93.4
Hazardous	0.0	0.0
Non-hazardous	165.3	93.4
DC Mäntsälä	46.3	28.4
Hazardous	0.2	1.7
Non-hazardous	46.1	26.7
Total for offices	**806.4**	**10.7**
Hazardous	2.1	0.0
Non-hazardous	804.3	10.7
Total waste	**1,017.8**	**132.5**

For facilities located in Russia (Vladimir data center and offices), hazard classes are listed in accordance with **The Federal Waste Classification Catalog** (RU) (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)). Hazardous waste includes waste of I–III hazard categories (light bulbs and batteries used by Yandex fall under these categories), while non-hazardous waste refers to IV–V categories. For the facility located in Finland (the data center in Mäntsälä), the classification was made in accordance with Finnish legislative requirements (oleaginous/petroliferous fluids used by the facility are recorded in the hazardous waste category).

Data centers: Data for 2020 and 2021 cover Yandex data centers in Vladimir and Mäntsälä. Data on waste generated in data centers in Ivanteevka, Mytishchi, and Sasovo was not available at the reporting time.

The total volume of waste generated in 2021 is 74 % higher compared with 2020. This increase is attributable to construction work at data centers.

Offices: Waste generation data for 2021 covers 15 Yandex offices making up over 98 % of all Yandex office space in 2021. Data for 2020 is shown for offices in the Krasnaya Roza (Moscow) and Avrora (Moscow) business centers (66 % of Yandex office space and over 80 % of occupied space). The increase in the value of the volume of waste compared with 2020 is attributed to the expanded scope of waste-generating premises, as well as improved waste data accounting. Until 2020, we kept no separate records of waste categories such as fluorescent lamps and batteries, as these categories were collected, treated and recycled by a contractor.

Environmental Performance

GRI 306-4   GRI 306-5

Waste generated at data centers and offices by disposal method, metric tons

	2021	2020
Reuse or recycling	149.6	5.7
DC Vladimir	0.0	0.0
DC Mäntsälä	6.1	5.7
Offices	143.5	NA
Incineration with energy recovery	4.1	5.2
DC Vladimir	0.0	0.0
DC Mäntsälä	4.1	5.2
Offices	0.0	0.0
Other recovery and recycling methods	35.9	17.3
DC Vladimir	0.0	0.0
DC Mäntsälä	35.9	17.3
Offices	0.0	0.0
Treatment with subsequent landfilling or incineration without energy recovery	828.2	104.3
DC Vladimir	165.3	93.4
DC Mäntsälä	0.2	0.2
Offices	662.9	10.7
Total waste	**1,017.8**	**132.5**

For data coverage, please see the comment to the "Waste generated at data centers and offices, metric tons" table. The "Other recovery and recycling methods" category includes fuel processing from waste. In 2021, Mäntsälä data center returned 99.5 % of waste to the economy by recycling, reusing, fuel processing and energy recovery.

The Vladimir data center transferred most of the waste for disposal and further landfilling, as well as 0.5 % for incineration without energy recovery. Data on the amount of office waste sent for recycling is not available for 2020.

Environmental Performance

GRI 306-3   GRI 306-4

GRI 301-1

Volume of packaging waste generated in Yandex Market, metric tons

	2021
Total packaging waste	**7,282.1**
Included packaging waste sent for recycling or reused	3,930.8
% of waste recycled or reused	54%

Comprehensive accounting for packaging waste has been in place since 2021; therefore, figures are shown only for this year. Yandex Market recycles cardboard and packaging film and reuses wooden pallets.

Packaging used by Yandex Market by type, metric tons

	2021	2020
Recyclable and reusable	**10,505.6**	**6,061.0**
Cardboard	8,115.7	5,312.5
Rolled paper	1,200.2	441.1
A4 paper	20.6	9.1
Stretch film	451.8	180.2
PP and LDPE plastic bags	38.7	13.8
Bubble film	39.4	25.7
Non-recyclable and non-reusable	**428.8**	**297.0**
Layered paper bags[1]	211.9	198.6
Duct tape	153.9	64.7
Safety seals	2.6	0.5
Labels	59.1	33.2
Other	1.0	NA
Total packaging	**10,934.3**	**6,357.9**

The "Other" category includes packaging such as a metal buckles, strapping tape, and thermally conductive tape. Data on the volume of these materials is not available for 2020.

[1] Not used after September 2021.

Environmental Performance

GRI 306-3   GRI 306-4

Waste generated by Yandex Lavka, metric tons

	2021
Total waste	**2,075.2**
Including waste sent for recycling	1,369.3
% of waste that was recycled or reused	66 %

Figures show the total amount of known generated waste, which may differ from actual. The ability to collect data on the volumes of waste generated and transferred for processing is limited in some dark stores and other facilities.

Waste is generated in distribution centers and dark stores.

GRI 301-1

Packaging volume of Yandex Lavka private label by type

	2021	
	Product items	Metric tons
Recyclable and reusable	**56,538,001**	**378.7***
Food packaging	15,636,195	NA
Ready-to-eat food packaging (produced by Lavka)	21,843,348	200.0
Hot meals packaging (kitchens)	19,058,458	178.7
Non-recyclable and non-reusable	**19,759,670**	**227.1***
Food packaging	3,049,891	NA
Ready-to-eat food packaging (produced by Lavka)	13,173,703	169.9
Hot meals packaging (kitchens)	3,536,076	57.2

Comprehensive packaging accounting has been in place since 2021; figures are shown for this year only. Information on the weight of packaging used for Yandex private label food products is not available, as they are accounted for in units.

Values marked with an asterisk (*) represent sums of available values; they are provided for convenience and are incomplete due to unavailability of data.

Environmental Performance

GRI 2-4   GRI 305-1   GRI 305-2   GRI 305-3   TR-RO-110a. 1

Gross GHG emissions figures are based on the actual and extrapolated data for all facilities that are part of the organizational scope of the calculation (see below.) The calculation is performed in accordance with **GHG Protocol** and uses IPCC and IEA coefficients and emissions factors. Scope 2 emissions were calculated using the location-based method, given the unavailability of data for market-based method calculations. Logistics centers comprise fulfillment and sorting centers (FC and SC, respectively) where online orders for Yandex services are stored, filled and sorted. The movable property comprises self-driving vehicles, as well as leased vehicles for Yandex Drive car-sharing service.

In 2021, we improved the process for collecting input data on energy resources purchased by offices and logistics centers. As a result, the share of the actual data used to calculate electricity and heat consumption amounted to 99.9% (99.7% in 2020 and 2019) and 90% (82% in 2020, 73% in 2019), respectively. We also updated the extrapolation approach to calculate the average electricity consumption based on the data records for facilities with similar energy consumption parameters (contrary to the calculation of the average based on the data for all facilities). We refined the extrapolated energy consumption data for 2019 and 2020 where data records or updated averages became available, which led to an insignificant adjustment of gross Scope 1 and Scope 2 emissions for 2019 and 2020.

Yandex's gross GHG emissions by emission source, metric tons CO_2 eq

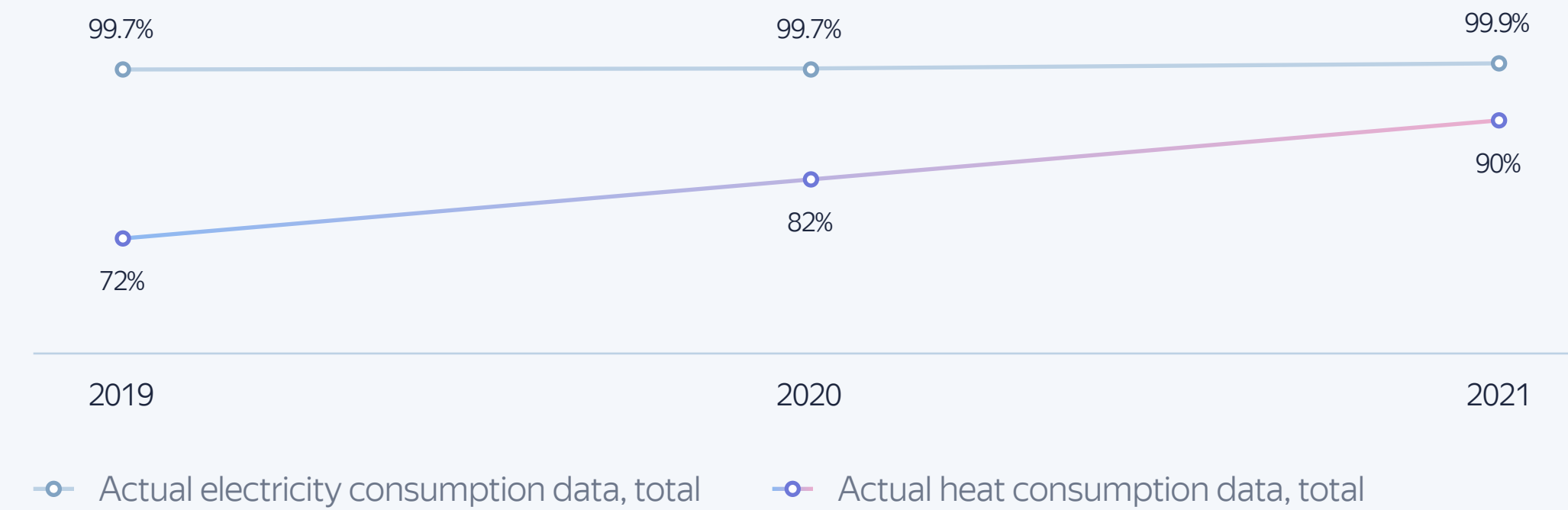|	2021	2020	2019
Direct emissions (Scope 1)	110,831	94,633	85,402
Data centers	2,593	2,097	2,066
Offices	35	31	29
Logistics centers	326	–	–
Movable property	107,877	92,505	83,307
Indirect emissions (Scope 2, location-based)	146,450	116,224	101,934
Data centers	123,098	105,372	87.824
Offices	15,913	8,400	12,914
Logistics centers	7,439	2,452	1,196
Movable property	–	–	–
Indirect emissions (Scope 2, market-based)	NA	NA	NA
Total Scope 1 & Scope 2 emissions (location-based)	**257,281**	**210,857**	**187,336**
Other indirect emissions (Scope 3) [Yandex Market]	490,169	235,326	–
Total Scope 1, Scope 2 (location-based) and Scope 3 emissions [Yandex Market]	**747,450**	**446,183**	**–**

Environmental Performance

GRI 305-1 GRI 305-2 TR-RO-110a. 1

Yandex's gross GHG emissions by emission category, metric tons CO_2 eq

	2021	2020	2019
Direct emissions (Scope 1)	110,831	94,633	85,402
Carbon dioxide (CO_2)	105,515	90,012	81,078
Methane (CH_4)	931	862	796
Nitrous oxide (N_2O)	2,944	2,647	2,421
HFCs (hydrofluorocarbons)	1,441	1,111	1,107
Indirect emissions (Scope 2, location-based)	146,450	116,224	101,934
Carbon dioxide (CO_2)	146,045	115,901	101,650
Methane (CH_4)	98	78	68
Nitrous oxide (N_2O)	308	246	216
Total Scope 1 and Scope 2 emissions (location-based)	**257,281**	**210,857**	**187,336**

GRI 302-1

Share of actual energy consumption data used to calculate Scope 1 & 2 emissions

99.7%   99.7%   99.9%

90%

72%   82%

2019   2020   2021

- Actual electricity consumption data, total
- Actual heat consumption data, total

The organizational scope of the calculation (**Scope 1 and 2** for 2019 and 2020) has been described in the 2020 Sustainability Report (page 168). In 2021, as a result of business growth and more assets in operation, the scope of the calculation was expanded to cover seven additional facilities in the Office category (in Moscow, Novosibirsk, Voronezh, Krasnodar and Vladivostok), 17 additional facilities in the Logistics Centers category (FC Sofyino 2 and 4, FC Yekaterinburg, FC Samara, FC Osinovaya Roshcha, FC Novosibirsk, SC Magnitogorskaya, SC Chertanovo, SC Dzerzhinskiy, SC Skladochnaya, SC Bugry, SC Shushary, SC Rostov-on-Don, SC Nizhny Novgorod, SC Samara, SC Krasnodar and Klimovsk X-Doc). **Scope 3** calculations comprised upstream processes, such as supply and procurements, as well as transportation and distribution by third parties (downstream). See the comment to the table for other indirect emissions (Scope 3) of Yandex Market.

Environmental Performance

GRI 305-4

GHG emissions intensity (Scope 1 + 2) of Yandex infrastructure, metric tons CO_2 eq

	2021	2020	2019
Emissions intensity per RUB 1 million of revenue	0.72	0.97	1.07
Emissions intensity per USD 1 million of revenue	53.67	71.34	84.22
Emissions intensity per 1 MWh of energy consumed	0.27	0.27	0.27
Emissions intensity per employee	17.00	17.23	17.65

To calculate specific emissions per USD 1 million of revenue, we used the revenue value derived from RUB/USD conversion (see the company's **annual reports**). To calculate specific emissions per 1 MWh of energy consumed, we used the total Scope 1 fuel consumption, as well as Scope 2 electricity and heat consumption converted to MWh. To calculate the specific energy consumption per employee, we used the annual average number of employees.

To correctly use the emissions intensity per USD 1 million for analytical purposes and to ensure the comparability of this metric, we recommend that an adjustment be made for the exchange rate used in the calculation, as well as for the market purchasing power. The higher the purchasing power, the fewer resources are required for the business to reach the USD 1 million equivalent of revenue.

GHG emissions intensity of Yandex Drive, g CO_2 eq per 1 km of the distance run

	2021	2020	2019
All cities	190	188	185

GHG emissions intensity of Yandex Taxi rides by city, g CO_2 eq per passenger km

	2021	2020	2019	2018	2017
Moscow	275	296	307	317	335
St Petersburg	270	275	323	325	354
Other cities with populations of over 1 million	274	284	301	307	335
Other cities with populations of 500,000—one million	284	296	305	315	335
Other cities with populations of 300,000–500,000	286	300	306	327	346

The calculation is based on the GHG Protocol guidance for assessing GHG emissions from mobile combustion sources. The specified values are the total emissions of carbon dioxide (CO_2), methane (CH_4), and nitrogen oxide (N_2O) converted into CO_2 equivalent.

Environmental Performance

GHG Emissions Intensity of Yandex Taxi rides

Gross emissions were calculated based on the amount of fuel consumed by vehicles multiplied by the emission factors and other values provided in the IPCC guidelines (calorific values, CO_2/CH_4/N_2O emission factors for fuel combustion, and global warming potential [GWP]). Fuel consumption was measured using the following rationale:

Mileage of vehicles while active on the platform

- We used the aggregate Yandex Taxi and Yandex Delivery mileage (including empty mileage), as no breakdown was available.

- The actual mileage data for 2017 and 2018 was unavailable, so we relied on estimates based on the time drivers spent waiting for rides, driving to customers, waiting for customers, and transporting them to their destination. When making these calculations, we assumed that in 2017–2018, vehicles moved through the city at the same average speed as in 2019.

Average fuel consumption per kilometer traveled

- Average fuel consumption values were derived from manufacturer specifications. In particular, such data is available on Auto.ru (**see this example**) (RU).

- In order to improve the accuracy of fuel consumption data, we also considered the vehicle model and engine type (if available).

- For all mileages, we used the average city fuel consumption rate increased by 20%. The adjustment was made to arrive at more realistic inputs, as manufacturers' figures are often based on vehicle tests. If the manufacturer did not specify fuel consumption rate for certain models of vehicles, we made estimates based on the data available for cars with similar characteristics.

- As the data provided no clear evidence of whether a generation of vehicles affected fuel consumption, we decided to disregard this parameter and look at vehicles' most recent configuration instead.

Engine idle time

- We considered the time drivers spent waiting for the passenger (less the time they traveled in the waiting mode to the pickup point). Drivers can move a few additional meters after they log in the system that they have arrived; this distance is considered part of the actual mileage and included in the calculation of gross emissions. We do not know for sure whether drivers turn off the engine, so we assumed that they leave it idle.

Fuel type

- In the absence of data on the type of fuel used, we relied on expert estimates made by the respective regional managers. For example, the maximum share of partner vehicles running on natural gas was estimated at 15% to 50% depending on the region.

GHG emissions intensity was calculated as the ratio of total gross emissions to total passenger kilometers. The number of passenger kilometers was calculated by multiplying the distance between the passenger pickup and drop-off points by the average number of passengers in the vehicle. This approach allows us to calculate emission reductions thanks to shared rides. At the time of our analysis, no data was available on vehicle occupancy. Therefore, we applied a conservative average estimate of 1.1 passengers per ride. This figure is greater than 1 because we know that some rides are shared (e.g., those with the Minivan or Kids fares). However, in the absence of relevant statistics, we assumed that the share of such rides is small. For comparison, the ratio used by European statistics agencies (such as **the UK Department of Transport**) ranges between 1.2 and 1.6 passengers per vehicle.

Environmental Performance

GRI 305-1   GRI 305-2   GRI 305-3   TR-RO-110a. 1

GRI 305-4

Yandex Market's gross GHG emissions, metric tons CO_2 eq

	2021	2020
Direct emissions (Scope 1)	13,045	570
% of Yandex's direct emissions (Scope 1)	12%	1%
Indirect emissions (Scope 2, location-based)	12,347	5,638
% of Yandex's indirect emissions (Scope 2)	8%	5%
Total Scope 1 and Scope 2 emissions (location-based)	**25,392**	**6,208**
Other indirect emissions Scope 3	490,169	235,326
Category 1: Purchased products and services	389,258	198,409
Category 2: Capital goods	22,991	9,739
Category 3: Fuel- and energy-related activities	5 422	1 439
Category 4: Transportation and distribution (upstream activities)	6,239	9,269
Category 5: Waste generated in operations	29,617	1,404
Category 6: Business travel	1,047	222
Category 7: Employee commuting	34,482	14,769
Category 8: Leased assets (upstream activities)	1,107	75
Category 9: Transportation and distribution (downstream activities)	6	–
Category 10-15	NA	NA
Total Scope 1, 2 (location-based) and Scope 3	**515,561**	**241,534**

GHG emissions intensity of Yandex Market (Scope 1 + 2), g CO_2 eq

	2021	2020
Emissions intensity per RUB 1 of GMV	0.21	0.14
Emissions intensity per 1 delivered order	755.99	401.71

The organizational scope of the calculation **(Scope 1 and Scope 2)** comprises all facilities and movable property under the operating control of Yandex Market's legal entities as of the end of the period under review. Offices, 2021: Lotte Plaza (Moscow); in 2020, Yandex Market did not have offices. Fulfillment centers, 2021: Yekaterinburg, Novosibirsk, Osinovaya Roshcha, Rostov-on-Don, Samara and Sofyino 2, 3 and 4; 2020: Sofyino 3, Rostov-on-Don and Tomilino. Sorting centers, 2021: Bugry, Dzerzhinsky, Klimovsk X-Doc, Krasnodar, Magnitogorskaya, Nizhny Novgorod, Samara, Skladochnaya Rostov-on-Don, Chertanovo and Shushary; 2020: Magnitogorskaya. We also took into account the share of energy consumed by the company's data centers to maintain Yandex Market-related workload.

Indirect emissions **(Scope 3) were measured in accordance with** the GHG Protocol Technical Guidance for Calculating Scope 3 Emissions Version 1.0. Given that some third-party data used in the calculation may be incomplete and also because estimates were used, the final result may have a margin of error and deviate from the actual data. The following was excluded from the calculation scope: Category 10 (Processing of sold products), as it is not applicable to Yandex Market's operations; Category 11 (Use of sold products), as waste from delivery is not assessed for this category since it is part of the company's core business and falls within Scope 1 emissions, and since Market Operations LLC does not sell electronic and other goods under the Yandex brand; Category 12 (End-of-life treatment of sold products), due to the unavailability of data; Category 13 (Leased assets (downstream activities)), Category 14 (Franchises) and Category 15 (Investments) are all inapplicable to Yandex Market.

Environmental Performance

GRI 305-1   GRI 305-2   GRI 305-3

GHG emissions in two delivery scenarios for Yandex Market ('One-Click' and traditional),
kg CO_2 eq per average delivery

	'One-Click'				Traditional			
	FBY	FBY+	FBS	Average	FBY	FBY+	FBS	Average
Direct emissions (Scope 1)	0.42	0.35	0.35	0.37	0.76	0.69	0.69	0.71
Indirect emissions (Scope 2, location-based)	0.66	0.34	0.34	0.44	0.66	0.34	0.34	0.44
Other indirect emissions (Scope 3)	1.78	2.23	0.02	1.34	1.77	2.21	–	1.33
Total Scope 1, 2 (location-based method) and Scope 3	2.86	2.91	0.70	2.16	3.18	3.24	1.03	2.48

The calculation was performed in accordance with ISO 14067 Greenhouse gases – Carbon footprint of products – Requirements and guidelines. The cradle-to-gate scope was used (in Yandex's context: from shipment by the seller to receipt by the buyer). The study was based on an average delivery, without taking into account physical specifications, such as the weight and size of the good. It consisted of several steps: (1) modeling delivery scenarios; (2) collecting inputs; (3) measuring resource consumption at each delivery stage; and (4) assessing GHG emissions.

Modeling delivery scenarios: we considered all delivery scenarios for Yandex Market: FBY (storage, batching, packing, and order processing by Yandex), FBY+ (batching, packing, delivery, and order processing by Yandex), and FBS (delivery and order processing by Yandex). As part of each scenario (traditional/'One-Click'), we assessed gross emissions at each stage applicable to the specific delivery model.

Assessed stages of an average delivery

	FBY	FBY+	FBS
Storage in logistics centers	+	+	–
Packaging	+	+	–
Delivery to SC	+	–	–
Storage at SC	+	+	+
Delivery from SC to client	+	+	+
Delivery from SC to pickup point/parcel terminal/Lavka dark store	+	+	+
Storage at pickup point	+	+	+
Delivery from pickup point/Lavka dark store to client	+	+	+

Collection of inputs: The inputs for calculating gross emissions comprised actual data and estimates of electricity, heat and refrigerant consumption in the company's infrastructure (logistics centers and pickup points); the amount of packaging used and waste generated at warehouses; and fuel consumption by vehicles in the delivery process.

We also took into account the share of energy consumed by the company's data centers to maintain Yandex Market-related workload.

Resource consumption measurement at each delivery stage: given that the consumption inputs are the sum of the entire delivery-related consumption, we calculated consumption for each stage on a pro rata basis for each delivery model (FBY/FBY+/FBS) under two scenarios (traditional and 'One-Click' delivery). The proportions were derived based on the information about the number of orders passing through each delivery stage.

Quantitative assessment of GHG emissions: we multiplied the resource consumption data we obtained for each delivery stage by the applicable emission factors (sources: IPCC (2006, 2019), IEA and the UK's Department for Business, Energy & Industrial Strategy). The gross carbon footprint for specific delivery scenarios is the sum of averages (calculated based on the values derived for FBY/FBY+/FBS models) for the emissions generated at each delivery stage.

Annex II

Climate aspects
of Yandex's agenda

The content of this annex has been prepared based
on the TCFD recommendations

02

Climate impact governance

Issues related to climate change (e.g., the carbon footprint of Yandex's infrastructure and services and the impact of climate change on business processes) are reviewed at multiple corporate levels.

At the level of the Board of Directors, the Corporate Governance Committee is tasked with providing oversight of the development and implementation of sustainability policies and practices, including those addressing climate-related issues. For more details on the Committee's role, please see 2020 Sustainability Report (page 121). The Committee reviews climate-related updates in the Company's activities at least quarterly. The respective results and plans are presented by the heads of divisions responsible for implementing the projects.

At the level of top management, climate initiatives are coordinated by the Chief Sustainability Officer. The Officer's responsibilities comprise the coordination of the Company's business units and departments, assistance in planning, and monitoring the implementation. Climate-related projects are implemented by teams managing business processes that are impacted by or have impact on climate change.

The Group's Sustainability Manager works alongside Chief Sustainability Officer and assists in project implementation. As a member of project teams, the Sustainability Manager advises on applicable standards, participates in developing efficiency metrics, informs on stakeholder requests, monitors, analyzes and communicates performance results.

Climate strategy and risk management

Yandex has no formalized climate strategy or climate targets yet. However, we stay committed to improving our climate performance and keep monitoring opportunities for us to progress.

In the climate domain, Yandex acts in line with its sustainability priorities and the UN SDGs (SDG 13 among those) focusing on **energy efficiency** and considering opportunities for **reducing carbon intensity of our operations, switching to net-zero electricity supply** at our data centers, and **scaling digital products supporting carbon mitigation and adaptation**.

In 2020–2021, we introduced a GHG Protocol-aligned practice of assessing greenhouse gas (GHG) emissions resulting from the use of our infrastructure as well as occurring within the value chain of some of our digital services. We see the carbon monitoring and assessment routine as a vital step to understanding the nature and scope of our future decarbonization opportunities.

In the same period, we took some measures to improve our carbon performance. We signed a contract to purchase low-carbon energy for one of our data centers[1] and studied the potential transitioning of key infrastructure facilities to renewable energy sources in the near future. We also continued implementing advanced technology to support high levels of energy efficiency. For more details, please refer to the Environmental Impact section of 2021 Sustainability Progress Report.

Over the next few years, we plan to assess climate risks in accordance with the TCFD recommendations relying on the latest scientific data, e.g., provided in the scenarios outlined in IPCC's Latest Assessment Reports as well as in the reports of the industry associations, such as the International Energy Agency (IEA). We expect to measure exposure to short, medium and long-term physical and transition climate risks, as well as the potential consequences of such risks, and we will use the results to update the risk map.

The current map comprises several climate-related risks described in our 2020 Sustainability Report (page 127). Thus, the transition risks include changes in the environmental legislation, carbon regulation, and an increase in energy costs as a result of low energy efficiency, as well as a change in client preferences in favor of companies focusing on responsibly managing their carbon footprint.

The physical risks comprise abnormal weather conditions and temperature fluctuations that may affect (directly or indirectly) our infrastructure and business processes. The materialization of these risks may affect the Company's financial position and performance, e.g., lead to higher costs, constrain services, and result in a loss of reputation.

[1] Under the PPA, Yandex's data center in Mäntsälä (Finland) was to cover 100% of energy needs with wind power starting from January 2022. After February 2022 the deal was unfortunately dissolved. We will work to introduce renewable energy procurement schemes with other energy providers that will be open for partnership.

Climate strategy and risk management

Our approach to risk management and mitigation is described in 2020 Sustainability Report. The responsibility for climate risk management is distributed among business units managing respective business processes. For instance, the Data Center Operations Division tracks the energy efficiency levels of respective facilities and develops guidelines for use in emergencies, while the service teams analyze the carbon footprint of operations and track the expectations of their users.

At the level of the Group, the Compliance and Risk Assessment Division, which is part of Yandex's Legal Department, is tasked with analyzing risks and team counseling. The head of the Legal Department discusses the status of risks with top management and the Board of Directors on a regular basis.

Metrics

We measure the **direct and indirect GHG emissions (Scope 1 and Scope 2)** produced by our infrastructure: offices, data centers, fulfillment and sorting centers, and movable property owned or leased by the Company. Details of the calculation for 2019, 2020 and 2021 are presented in the Carbon Footprint section of 2021 Sustainability Progress Report and the ESG Data Tables Annex; the data for 2018 can be found in the 2020 Sustainability Report (page 169). Starting from 2021, we calculate emissions resulting from the operations of some of our services, including other indirect emissions (Scope 3). The results are reviewed in the Carbon Footprint section of 2021 Sustainability Progress Report.

Energy consumption and energy efficiency metrics of our data centers are crucial for managing operational, environmental and climate risks. We calculate the power usage effectiveness (PUE) for each facility on a monthly basis. The average PUE for all Yandex's data centers reached 1.26 in 2021.

In order to analyze the efficiency of our measures to minimize our footprint, we use **carbon intensity** metrics (the amount of emissions per specific unit of measurement). The trends in carbon intensity allow us to measure the quality of the change in business processes, while the absolute metrics are not particularly informative since they usually correlate with the dynamics of business growth. The scaling of the business operations often results in an increase in total emissions, while asset sales lead to lower emissions figures. Our objective is to gradually reduce the carbon intensity of our operations.

Examples of Metrics Used to Monitor Climate Performance

For more details on the metrics and our effort aimed at managing them, please refer to the Environmental Impact section of 2021 Sustainability Report.

- GHG emissions intensity of Yandex's infrastructure per 1 MWh of consumed energy

- GHG emissions intensity per passenger kilometer traveled with Yandex Taxi

- GHG emissions intensity per one delivered order made with Yandex Market

Annex III

GRI Standards and SASB Index

GRI Standards Index

● Full disclosure   ● Partial disclosure   ● No disclosure

Disclosure	Description	Where to Find	Status	Comments
GRI 2 (2021): The organization and its reporting practices				
2-1	Organizational details	**Yandex in 2021** 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). The location of headquarters is 16 Leo Tolstoy Street, Moscow, Russia.
2-2	Entities included in the organization's sustainability reporting	**About the Report** **2021 Annual Report** ⧉ GRI Standards Index	●	Subsidiaries of Yandex N.V. included in the consolidated financial statements are listed on page 454 of **2020 Annual Report** on Form 20-F. The consolidated financial statements were audited and presented on page F-2 of **2021 Annual Report**. The approach used for collecting and consolidating non-financial information disclosed in this report is presented in the comments to such disclosures. The results presented for businesses that are joint ventures (e.g., MLU B.V., a joint venture between Yandex.Taxi and Uber), are the results of the entire joint venture and are not adjusted proportionally to Yandex's interest.
2-3	Reporting period, frequency and contact point	**About the Report**	●	Yandex publishes sustainability reports annually.
2-4	Restatements of information	**ESG Data Tables** GRI Standards Index	●	Restatements of information from previous reporting periods are disclosed in the comments relating to quantitative disclosures. For example, Yandex's 2019 and 2020 employee turnover data was retrospectively restated following the refinement of the data collection approach; the 2019 and 2020 infrastructure energy consumption and gross GHG emissions values were restated due to improved data collection and the replacement of extrapolated inputs with actual values; and the 2018, 2019, and the 2020 data on water withdrawal by data centers was revised as a result of manual correction of inputs. For more details, please refer to **ESG Data Tables**.
2-5	External assurance	GRI Standards Index	●	This report has not been externally assured.
GRI 2 (2021): Activities and workers				
2-6	Activities, value chain and other business relationships	**Yandex in 2021** **Responsible Procurement** **2020 Sustainability Report** ⧉	●	–
2-7	Employees	**Yandex Employees** **ESG Data Tables**	●	–
2-8	Workers who are not employees	**ESG Data Tables**	●	–

GRI Standards Index

● Full disclosure   ● Partial disclosure   ● No disclosure

Disclosure	Description	Where to Find	Status	Comments
GRI 2 (2021): Governance				
2-9	Governance structure and composition	Governance Structure The Corporate Governance section of the company's website ⧉	●	–
2-10	Nomination and selection of the highest governance body	2020 Sustainability Report ⧉	●	No significant changes took place in 2021 compared to 2020.
2-11	Chair of the highest governance body	Governance Structure The Corporate Governance section of the company's website ⧉	●	–
2-12	Role of the highest governance body in overseeing the management of impacts	Yandex in 2021 Governance Structure Corporate Governance Committee Charter ⧉ 2020 Sustainability Report ⧉ GRI Standards Index	●	–
2-13	Delegation of responsibility for managing impacts	Governance Structure	●	–
2-14	Role of the highest governance body in sustainability reporting	About the Report Governance Structure GRI Standards Index	●	The Corporate Governance Committee annually reviews and discusses the results of stakeholder engagement on sustainability, as well as a list of material topics suggested for disclosure in the respective report.
2-15	Conflicts of interest	The Corporate Governance section of the company's website ⧉ 2021 Annual Report ⧉	●	–

GRI Standards Index

● Full disclosure   ● Partial disclosure   ● No disclosure

Disclosure	Description	Where to Find	Status	Comments
GRI 2 (2021): Governance				
2-16	Communication of critical concerns	GRI Standards Index	●	Yandex has an established communication mechanism for each critical concern.
				For example, issues related to information security and personal data protection are discussed at regular meetings of the Board of Directors' Audit Committee. Issues related to ethics and compliance are handled by the Ethics Committee that consists of representatives of senior management and the heads of the Internal Audit Office and Legal Department. The Ethics Committee members inform the Board of Directors of reports received via the Yandex hotline and discuss the measures taken in response. Critical HR issues can be brought up for discussion at weekly operational meetings attended by Yandex department heads and representatives from the HR Department. Quarterly performance reviews form part of the Board agenda.
				Yandex does not keep records of the total number of critical concerns that were communicated to the Board of Directors during the reporting period, as suggested for this Disclosure. All issues discussed in the boardroom are important and cover areas such as business development, corporate governance, risk management, stakeholder engagement, and others. The nature of such issues is described in charters of the Board's relevant committees.
2-17	Collective knowledge of the highest governance body	Governance Structure Nominating Committee Charter ⧉ GRI Standards Index	●	The Nominating Committee Charter provides that directors must have a diverse range of collective knowledge, skills, and experience in order for the Board of Directors to function effectively. Directors must demonstrate sufficient understanding of the company's business and have relevant experience to be able to make an objective judgment on matters related to Yandex's short-term and long-term goals, including sustainability goals.
2-18	Evaluation of the performance of the highest governance body	GRI Standards Index	●	The company's internal documents stipulate an annual self-assessment procedure for the Board of Directors, with the Corporate Governance Committee being responsible for overseeing the results. The Corporate Governance Committee is also responsible for 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. The results of the 2021 self-assessment showed that the Board of Directors functioned effectively, with all members making a significant contribution to overseeing the company's impacts. There were several recommendations for improvement, all of which have been taken into consideration.
2-19	Remuneration policies	Governance Structure 2021 Annual Report ⧉	●	–

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GRI Standards Index

● Full disclosure   ● Partial disclosure   ● No disclosure

Disclosure	Description	Where to Find	Status	Comments
GRI 2 (2021): Governance				
2-20	Process to determine remuneration	Governance Structure 2021 Annual Report ⊡ The Corporate Governance and For Shareholders section of the company's website ⊡ GRI Standards Index	●	The up-to-date information about the work of the Remuneration Committee and the results of voting of the stakeholders, including shareholders, on the remuneration system (where applicable) is disclosed in the Corporate Governance and For Shareholders sections of the company's official website.
2-21	The ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees	–	●	–
GRI 2 (2021): Strategy, policies and practices				
2-22	Statement on sustainable development strategy	Opening remarks Yandex in 2021	●	–
2-23	Policy commitments	Yandex in 2021 Compliance and Business Ethics Responsible Procurement 2020 Sustainability Report ⊡ GRI Standards Index	●	In doing business, we are guided by our key values. Yandex endorses the precautionary principle set out in Principle 15 of the UN Rio Declaration on Environment and Development adopted in 1992. As such, we consider potential environmental impacts of building infrastructure facilities (e.g., data centers) and designing services.
2-24	Embedding policy commitments	Information Security and Personal Data Protection Compliance and Business Ethics Responsible Procurement Corporate Governance ESG Data Tables	●	–
2-25	Processes to remediate negative impacts	Compliance and Business Ethics 2020 Sustainability Report ⊡	●	–
2-26	Mechanisms for seeking advice and raising concerns	Compliance and Business Ethics	●	–

GRI Standards Index

● Full disclosure   ● Partial disclosure   ● No disclosure

Disclosure	Description	Where to Find	Status	Comments
GRI 2 (2021): Strategy, policies and practices				
2-27	Compliance with laws and regulations	**Compliance and Business Ethics** GRI Standards Index	●	No breaches of environmental legislation were recorded at Yandex in 2021. No fines or other sanctions were imposed on Yandex in 2021 for non-compliance with personal data protection, anti-corruption, or anti-monopoly laws. Please refer to comments for Disclosure 417-3 regarding compliance with advertising laws.
2-28	Membership associations	**2020 Sustainability Report** ⧉ GRI Standards Index	●	For the list of the Yandex Group major memberships in non-profit organizations as of the end of 2021, please see page 179 of our **2020 Sustainability Report**. In 2021, Yandex also supported and industry initiative by joining the Alliance for the Protection of Children in the Digital Environment. For more information, please refer to the **Quality Content and Safe Digital Environment** section of 2021 Sustainability Progress Report.
GRI 2 (2021): Stakeholder Engagement				
2-29	Approach to stakeholder engagement	**About the Report**	●	–
2-30	Collective bargaining agreements	**Code of Business Ethics & Conduct** GRI Standards Index	●	The Code of Business Ethics & Conduct of the Yandex Group stipulates that employees have the freedom of association and the right to engage in collective bargaining agreements. Yandex has no collective bargaining agreements in view of specific features of the Russian market.
GRI 3: Material Topics 2021				
3-1	Process to determine material topics	**About the Report**	●	–
3-2	List of material topics	**About the Report**	●	–

GRI Standards Index

● Full disclosure   ● Partial disclosure   ● No disclosure

Disclosure	Description	Where to Find	Status	Comments
GRI 3: Material Topics 2021				
3-3	Management of material topics	See the comments column	●	Material topics: • Information security and personal data protection — sections *Information Security and Personal Data Protection* of 2021 Sustainability Progress Report • Product and service quality — sections *Yandex Services: Convenience, Quality and Safety, Quality Content and Safe Digital Environment* of 2021 Sustainability Progress Report • Safe and comfortable online and offline environment — sections *Yandex Services: Convenience, Quality and Safety, Inclusive Environment, Yandex Service Partners, Information Security and Personal Data Protection* of 2021 Sustainability Progress Report • Employee recruitment, retention and development — section *Yandex Employees* of 2021 Sustainability Progress Report • Equality and respect for human rights — sections *Inclusive Environment, Yandex Employees, Information Security and Personal Data Protection, Compliance and Business Ethics* of 2021 Sustainability Progress Report • Support for drivers, couriers and other Yandex service partners — section *Yandex Service Partners* of 2021 Sustainability Progress Report • Use of technology to create social good — sections *Yandex Services: Convenience, Quality and Safety, Inclusive Environment, Education for All, Yandex Service Partners* of 2021 Sustainability Progress Report • Use of technology to create social good — section *Education for All* of 2021 Sustainability Progress Report • Climate change and decarbonization — sections *Yandex Services: Convenience, Quality and Safety, Carbon Footprint* of 2021 Sustainability Progress Report • Responsible use of resources — sections *Yandex Services: Convenience, Quality and Safety, Responsible Procurement, Energy Efficiency, Packaging and Waste, Carbon Footprint* of 2021 Sustainability Progress Report 2021 Sustainability Progress Report is available via the link.
GRI 203: Indirect Economic Impacts 2016				
203-1	Infrastructure investments and services supported	Yandex Services: Convenience, Quality and Safety Inclusive Environment Education for All Yandex Service Partners Information Security and Personal Data Protection Quality Content and Safe Digital Environment	●	–

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GRI Standards Index

● Full disclosure   ● Partial disclosure   ● No disclosure

Disclosure	Description	Where to Find	Status	Comments
GRI 203: Indirect Economic Impacts 2016				
203-2	Significant indirect economic impacts	Inclusive Environment Education for All Yandex Service Partners Responsible Procurement	●	–
GRI 204: Procurement Practices 2016				
204-1	Proportion of spending on local suppliers	Responsible Procurement	●	–
GRI 205: Anti-corruption 2016				
205-2	Communication and training about anti-corruption policies and procedures	Compliance and Business Ethics ESG Data Tables	●	–
205-3	Confirmed incidents of corruption and actions taken	Compliance and Business Ethics	●	–
GRI 206: Anti-competitive Behavior 2016				
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practice, and their outcomes	Compliance and Business Ethics	●	–
GRI 207: Tax 2019				
207-2	Approach to tax	GRI Standards Index	●	Yandex has zero tolerance for tax evasion through transfer pricing and no presence in jurisdictions offering opportunities for base erosion and profit shifting. 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.

GRI Standards Index

● Full disclosure   ● Partial disclosure   ● No disclosure

Disclosure	Description	Where to Find	Status	Comments
GRI 301: Materials 2016				
301-1	Materials used by weight or volume	Packaging and Waste ESG Data Tables	●	We disclose data on packaging materials used by Yandex Lavka for its private label goods, and by Yandex Market for delivery packaging. These services account for the largest share of the total volume of packaging used by Yandex.
301-2	Recycled input materials used	Packaging and Waste ESG Data Tables	●	–
GRI 302: Energy 2016				
302-1	Energy consumption within the organization	Energy Efficiency ESG Data Tables	●	–
302-3	Energy intensity	Energy Efficiency ESG Data Tables	●	–
302-4	Reduction of energy consumption	Energy Efficiency	●	–
GRI 303: Water and Effluents 2018				
303-3	Water withdrawal	ESG Data Tables	●	–
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	Carbon Footprint ESG Data Tables	●	–

GRI Standards Index

● Full disclosure   ● Partial disclosure   ● No disclosure

Disclosure	Description	Where to Find	Status	Comments
GRI 305: Emissions 2016				
305-2	Energy indirect (Scope 2) GHG emissions	Carbon Footprint ESG Data Tables	●	–
305-3	Other indirect (Scope 3) GHG emissions	Carbon Footprint ESG Data Tables	●	Other indirect (Scope 3) GHG emissions are disclosed only for Yandex Market, a major digital service in the Yandex ecosystem that has physical infrastructure and offline operations.
305-4	GHG emissions intensity	Carbon Footprint ESG Data Tables	●	–
305-5	Reduction of GHG emissions	Yandex Services: Convenience, Quality and Safety Carbon Footprint GRI Standards Index	●	We assessed carbon dioxide (CO_2), methane (CH_4), and nitrogen oxide (N_2O) emissions, measured in CO_2 equivalent, which were avoided by implementing Yandex solutions.
GRI 306: Waste 2020				
306-1	Waste generation and significant waste-related impacts	Packaging and Waste GRI Standards Index	●	The information is disclosed for Yandex's key business processes where waste generation occurs. These include delivery services (e-commerce and food tech) and the activities of offices and data centers.
306-2	Management of significant waste-related impacts	Packaging and Waste	●	–
306-3	Waste generated	Packaging and Waste ESG Data Tables	●	–
306-4	Waste diverted from disposal	Packaging and Waste ESG Data Tables	●	–
306-5	Waste directed to disposal	Packaging and Waste ESG Data Tables	●	–
GRI 307: Environmental Compliance 2016				
307-1	Non-compliance with environmental laws and regulations	GRI Standards Index	●	Please refer to the comments for Disclosure GRI 2-27

GRI Standards Index

● Full disclosure   ● Partial disclosure   ● No disclosure

Disclosure	Description	Where to Find	Status	Comments
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	●	–
401-3	Parental leave	Yandex Employees ESG Data Tables	●	Yandex does not keep track of certain indicators suggested for this Disclosure, namely the total number of employees that: returned to work in the reporting period after parental leave ended, and returned to work after parental leave ended that were still employed 12 months after their return to work.
GRI 403: Occupational Health and Safety 2018				
403-1	Occupational health and management system	2020 Sustainability Report ⬈ GRI Standards Index	●	Yandex complies with all applicable statutory occupational health and safety requirements. In Russia (our major market) these include: 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	2020 Sustainability Report ⬈ GRI Standards Index	●	Investigations into work-related incidents are conducted as follows: • Injured workers (if any) are given medical treatment • The scene of the incident is investigated, including photography and video recordings • The scene of the incident is investigated, including photography and video recordings • 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.

GRI Standards Index

● Full disclosure   ● Partial disclosure   ○ No disclosure

Disclosure	Description	Where to Find	Status	Comments
GRI 403: Occupational Health and Safety 2018				
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.
403-4	Worker participation, consultation, and communication on occupational health and safety	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	ESG Data Tables GRI Standards Index	●	All Yandex employees and business support team members are provided with mandatory occupational health and safety training as required by law and are required to pass knowledge tests on a regular basis. Training is designed to meet the needs of each specific business unit. Topics include safe work practices and behavior in emergency situations. All training courses are delivered by competent trainers. All employees can access occupational health and safety guidance and other related materials on our corporate portal.
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	Yandex Employees Yandex Service Partners GRI Standards Index	●	–
403-8	Workers covered by an occupational health and safety management system	Yandex Service Partners ESG Data Tables	●	Special co-funded health insurance schemes have been developed for drivers-partners of Yandex services who are not employees of the company. These schemes complement the social guarantees provided by the government (include free access to medical services in public medical institutions).
403-9	Work-related injuries	ESG Data Tables	●	Each incident is investigated in the manner established by Russian law. Work-related injuries and occupational diseases are only recorded for company employees who have employment contracts.

GRI Standards Index

● Full disclosure   ● Partial disclosure   ● No disclosure

Disclosure	Description	Where to Find	Status	Comments
GRI 403: Occupational Health and Safety 2018				
403-10	Work-related ill health	ESG Data Tables	●	Instances of work-related ill-health are only recorded for company employees who have employment contracts. 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. In addition, employees can undergo annual medical examinations as part of voluntary health insurance.
GRI 404: Training and Education 2016				
404-1	Average hours of training per year per employee	ESG Data Tables	●	–
404-2	Programs for upgrading employee skills and transition assistance programs	Yandex Employees	●	–
404-3	Percentage of employees receiving regular performance and career development reviews	Yandex Employees GRI Standards Index	●	In 2021, 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 Governance Structure ESG Data Tables	●	–
405-2	Ratio of basic salary and remuneration of women to men	Yandex Employees	●	–
GRI 406: Anti-corruption 2016				
406-1	Incidents of discrimination and corrective actions taken	GRI Standards Index	●	In 2021, we recorded two incidents of discrimination. Both were thoroughly investigated and disciplinary actions were taken against the violators. Subsequently, we launched a communication for all employees to raise their awareness of the Yandex business ethics.

GRI Standards Index

● Full disclosure   ● Partial disclosure   ● No disclosure

Disclosure	Description	Where to Find	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. New employees under 18 years of age are hired in strict compliance with Russian legislation. Yandex conducts due diligence and performs integrity checks on suppliers. Yandex expects all suppliers to comply with the **Supplier Code of 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. We respect human rights and do not tolerate any form of discrimination. Yandex does not engage in any illegal activities, including any form of forced labor. Yandex conducts due diligence and performs integrity checks on suppliers. Yandex expects all suppliers to comply with the **Supplier Code of 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	**Compliance and Business Ethics** **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. In 2021, we updated the **Code of Business Ethics & Conduct of the Yandex Group** by expanding provisions on labor rights and relations. When updating the code, we were guided by international conventions, including the **Universal Declaration of Human Rights**, **United Nations Guiding Principles on Business and Human Rights (UNGPs)**, **International Labor Organization (ILO) Convention**, **UN Global Compact**, and others.
GRI 413: Local Communities 2016				
413-1	Operations with local community engagement, impact assessments, and development programs	**Yandex Services: Convenience, Quality and Safety** **Inclusive Environment** **Education for All** **Yandex Service Partners**	●	–

GRI Standards Index

● Full disclosure   ● Partial disclosure   ● No disclosure

Disclosure	Description	Where to Find	Status	Comments
GRI 414: Supplier Social Assessment 2016				
414-1	New suppliers that were screened using social criteria	GRI Standards Index	●	Yandex performs background checks on every supplier that provides goods and services worth over RUB 3 million 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	Yandex Services: Convenience, Quality and Safety Information Security and Personal Data Protection Quality Content and Safe Digital Environment GRI Standards Index	●	We constantly improve our services and test their security on a regular basis. 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, transport security, food safety, and other aspects associated with the protection of user health and safety.
GRI 417: Marketing and Labeling 2016				
417-3	Incidents of non-compliance concerning marketing communications	GRI Standards Index	●	In 2021, we recorded two instances of non-compliance with Federal Law No. 38-FZ "On Advertizing" concerning advertisements about the company's own products. Both instances resulted in a fine. Within the same reporting period, Yandex, acting as an intermediary (advertising platform), received 12 orders to withdraw third-party ads. Nine of those instances resulted in a fine as the placements were found to be non-compliant with the Federal law No. 38-FZ "On Advertizing".
GRI 418: Customer Privacy 2016				
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Information Security and Personal Data Protection	●	–

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SASB Index

Code	Accounting Metric	Where to Find	Comments
SASB Internet Media & Services 2018			
TC-IM-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Energy Efficiency ESG Data Tables	–
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	ESG Data Tables	–
TC-IM-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	Energy Efficiency Carbon Footprint	–
TC-IM-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	Information Security and Personal Data Protection	–
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 Personal Data Protection	–
TC-IM-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	Information Security and Personal Data Protection	–
TC-IM-230a.2	Description of approach to identifying and addressing data security risks	Information Security and Personal Data Protection	–
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	–

SASB Index

Code	Accounting Metric	Where to Find	Comments
SASB E-Commerce 2018			
CG-EC-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Energy Efficiency ESG Data Tables	–
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	ESG Data Tables	–
CG-EC-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	Energy Efficiency Carbon Footprint	–
CG-EC-220a.2	Description of policies and practices relating to behavioral advertising and user privacy	Yandex Services: Convenience, Quality and Safety Information Security and Personal Data Protection	–
CG-EC-230a.1	Description of approach to identifying and addressing data security risks	Information Security and Personal Data Protection	–
CG-EC-230a.2	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	Information Security and Personal Data Protection	–
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	–
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	Packaging and Waste	–

SASB Index

Code	Accounting Metric	Where to Find	Comments
SASB Software & IT Services 2018			
TC-SI-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Energy Efficiency ESG Data Tables	–
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	ESG Data Tables	–
TC-SI-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	Energy Efficiency Carbon Footprint	–
TC-SI-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	Yandex Services: Convenience, Quality and Safety Information Security and Personal Data Protection	–
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 Personal Data Protection	–
TC-SI-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	Information Security and Personal Data Protection	–
TC-SI-230a.2	Description of approach to identifying and addressing data security risks	Information Security and Personal Data Protection	–
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	2021 Annual Report ⧉ SASB Index	A description of the technological risks that may affect Yandex's business continuity is provided in the Sustainability Risk Management section of our **2020 Sustainability Report** and on page 17 of our **2021 Annual Report**.

SASB Index

Code	Accounting Metric	Where to Find	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	Compliance and Business Ethics	–
SASB Road Transportation 2018			
TR-RO-110a. 1	Gross global Scope 1 emissions	Carbon Footprint ESG Data Tables	In the context of Yandex, the GHG emissions associated with fuel combustion by vehicles driven by taxi service partners while they are active in the service are the company's other indirect emissions (Scope 3).
TR-RO-110a.3	(1) Total fuel consumed, (2) percentage natural gas, (3) percentage renewable	Energy Efficiency ESG Data Tables	–
TR-RO-320a.2	(1) Voluntary and (2) involuntary turnover rate for all employees	Yandex Employees ESG Data Tables	–
TR-RO-320a.3	Description of approach to managing short-term and long-term driver health risks	Yandex Service Partners SASB Index	Special co-funded health insurance schemes have been developed for drivers-partners of Yandex services who are not employees of the company. These schemes complement the social guarantees provided by the state (include free access to medical services in public medical institutions).