



# Sustainability Report 2024

# Contents

<b>Yandex in 2024</b>	<b>4</b>	<b>Quality of Life</b>	<b>17</b>	<b>Ethics and Integrity</b>	<b>68</b>	<b>Corporate Governance</b>	<b>101</b>
About Yandex	5	Convenience, Quality, and Safety of Urban Services	18	Information Security and Personal Data Protection	69	Sustainable Development Management	102
Sustainable Development in Yandex	6	Support for the Arts and Culture	24	Quality Content and Safe Digital Environment	73		
Key Results	9	Accessibility	26	Business Ethics and Anti-Corruption	79	<b>About the Report</b>	<b>103</b>
		Sustained Community Support	32	Responsible Procurement	80	Reporting Principles	104
						Identifying Material Topics	105
<b>Technology</b>	<b>11</b>	<b>Investing in People and Business Environment</b>	<b>38</b>	<b>Environmental Impact</b>	<b>81</b>		
Yandex Cloud Technology for Society Center	13	Yandex Employees	39	Energy Efficiency	82		
Accessible Technology	14	Education for All	50	Packaging and Waste	87		
AI in Education	14	Yandex Service Partners	58	Carbon Footprint	95		
Preservation of Languages in Russia	15						
Foreign Language Learning	15						
AI Ethics	16						
Open Innovations	16						

# Introduction

In 2025, Yandex is celebrating 28 years as a company. Over this time, we've grown from a simple search service to Russia's largest IT company, pioneering world-class technologies.

Millions of people use our services every day, from all walks of life. Given this immense reach, it's important to adopt a systematic approach and thoughtfully examine Yandex's impact on the outside world. This helps us focus our resources and potential in areas where Yandex can provide the most benefit, and develop important services and products for the good of society, the economy, and the environment.

In 2024, we continued our efforts to support Yandex's sustainable development by creating safe and accessible services, expanding social initiatives, implementing environmentally friendly practices, and prioritizing the well-being of employees, users, and partners.

We've achieved new heights in product inclusivity. Alice is now better able to recognize voice requests from people with speech disabilities (such as stuttering or effects from a stroke), Kinopoisk can generate its own audio descriptions and SDH subtitles (Subtitles for the Deaf and Hard of Hearing audiences), and Yandex Go offers additional options for passengers with disabilities and special platform adaptations for deaf and hard-of-hearing drivers.

We have also scaled up our collaboration with nonprofit organizations. In the past year, Yandex's Helping Hand foundation raised a record 700 million rubles for the ongoing support of over 600 nonprofit partners. The foundation also launched a platform for direct donations, enabling users to send donations directly to verified nonprofits.

At the same time, Yandex's educational programs are preparing the next generation of in-demand talent for the labor market. We continue to collaborate with partner universities to implement IT programs in 12 regions across Russia, and the number of students in our joint higher education programs has more than doubled since last year.

Yandex's main focuses include the ethical development of technologies, digital security, and improving our environmental footprint. Yandex Market continues to steadily reduce its use of packaging materials, while Yandex Lavka currently uses 71% eco-friendly packaging. Additionally, the Yandex Cloud neural network helps specialists and volunteers clean up waste in coastal areas.

From large corporations to small enterprises, businesses of all sizes use Yandex services to attract new customers, increase sales, and optimize business processes. Moreover, millions of people use Yandex services to earn money through passenger rides and deliveries.

Our progress would not be possible without the daily effort of tens of thousands of employees driving us forward, and the support and involvement of millions of partners and users.

We believe that technology should improve life, providing both comfort and ease. We continue to think beyond the present, furthering our mission to create long-lasting products that adapt to a changing world and remain useful far into the future.

## Daria Zolotukhina

HR Director, Head of Sustainable Development



# Yandex in 2024

<b>Yandex in 2024</b>	<b>5</b>
About Yandex	5
Sustainable Development in Yandex	6
Key Results	9



# Yandex in 2024

GRI 2-1

GRI 2-6

GRI 2-23

## About Yandex

For over 25 years, Yandex has been making services that help people and businesses handle everything from searching for information, shopping, and getting around the city to managing work processes, publishing ads, and building digital infrastructure.

Today, Yandex is one of the most diversified IT companies in the world. Our ecosystem spans over 90 services powered by artificial intelligence and other world-class technologies.

Learn more about Yandex's business model, financial results, and strategic priorities in the [Annual Report](#).

### >90 services

in the Yandex ecosystem, used by millions of people in Russia and around the world

## Yandex Services





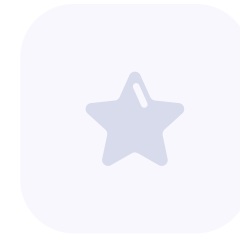
# Sustainable Development in Yandex

We're growing fast and changing fast, developing new products, and experimenting with bold ideas. As Yandex moves forward, it's important that we continue to create and implement best practices for sustainable development as a coordinated team.

Our sustainable development agenda covers four priority areas of operation. These serve as a guide for Yandex services and help us focus on where we can truly benefit society, business, and the environment.

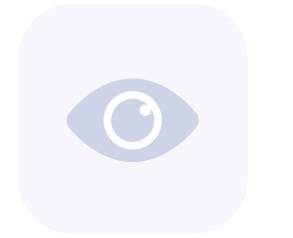


○ Developing our own business sustainably   ● Assisting others on their path to sustainability



## Quality of Life

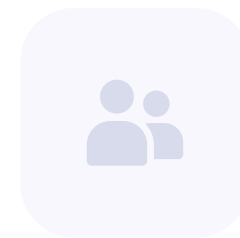
- Convenience, Quality and Safety of Services
- Accessibility
- Sustained Community Support



## Ethics and Integrity

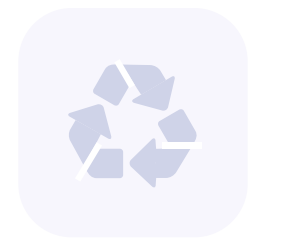
- Information Security and Personal Data Protection
- Content Quality and Digital Safety
- Responsible Procurement
- Business Ethics and Anti-Corruption

We develop and advance technologies that create value for people, partners, and society



## Investing in People

- Yandex Employees
- Education for All
- Yandex Service Partners



## Environmental Impact

- Energy Efficiency
- Packaging and Waste Management
- Carbon Footprint



## Quality of Life



**National goals:**<sup>1</sup> “Comfortable and safe living environment”, “Preservation of the population, improving health, and increasing well-being”, “Support for the potential of each person and the development of their talents”

	Goals	Metrics
<b>Convenience, Quality, and Safety of Services</b>	<ul style="list-style-type: none"> <li>Ensure that Yandex services help users perform everyday tasks, maintain high quality, and ensure safety</li> </ul>	<ul style="list-style-type: none"> <li>User and service partner satisfaction metrics tracked by various Yandex services and other metrics</li> </ul>
<b>Accessibility</b>	<ul style="list-style-type: none"> <li>Ensure the accessibility of Yandex services for all users, regardless of health conditions or age</li> </ul>	<ul style="list-style-type: none"> <li>The number of Yandex services available for people with disabilities and other metrics</li> </ul>
<b>Sustained Community Support</b>	<ul style="list-style-type: none"> <li>Leverage technology to create a sustained charitable giving model</li> </ul>	<ul style="list-style-type: none"> <li>Number of Helping Hand Foundation beneficiaries and other metrics</li> </ul>

## Investing in People



**National goals:** “Support for the potential of each person and the development of their talents”, “Sustainable and dynamic economy”, “Technological leadership”

	Goals	Metrics
<b>Yandex Employees</b>	<ul style="list-style-type: none"> <li>Sustain corporate values and principles of openness and mutual respect by attracting and retaining like-minded, highly skilled talent everywhere</li> <li>Create a comfortable working environment and equal opportunities for growth, development, and innovation</li> </ul>	<ul style="list-style-type: none"> <li>Undesirable employee turnover</li> <li>Percentage of positive responses in Yandex job satisfaction surveys and other metrics</li> </ul>
<b>Yandex Service Partners</b>	<ul style="list-style-type: none"> <li>Balance the economic interests of our businesses with the social and economic needs of our service contractor partners</li> </ul>	<ul style="list-style-type: none"> <li>Service partner satisfaction metrics tracked by various Yandex services and other metrics</li> </ul>
<b>Education for All</b>	<ul style="list-style-type: none"> <li>Make high-quality IT education accessible and train qualified specialists for the industry</li> </ul>	<ul style="list-style-type: none"> <li>Number of people who used Yandex’s free educational services and other metrics</li> </ul>

<sup>1</sup> In accordance with the Decree of the President of the Russian Federation No. 309, dated May 7, 2024, “On National Development Goals of the Russian Federation through 2030 and in the Long Term through 2036”.



## Ethics and Integrity



**National goals:** “Digital transformation”,  
“Sustainable and dynamic economy”

	Goals	Metrics
<b>Information Security and Personal Data Protection</b>	<ul style="list-style-type: none"> <li>Ensure a high level of personal data protection</li> </ul>	<ul style="list-style-type: none"> <li>Absence of cases where fines or other penalties have been imposed for violations of personal data protection laws and other metrics</li> </ul>
<b>Content Quality and Digital Safety</b>	<ul style="list-style-type: none"> <li>Monitor the quality, safety, and legality of content on Yandex’s internet resources</li> </ul>	<ul style="list-style-type: none"> <li>Number of advertisements rejected due to violations</li> <li>User complaint response time and other metrics</li> </ul>
<b>Business Ethics and Anti-Corruption</b>	<ul style="list-style-type: none"> <li>Comply with all laws and regulations and adhere to the most stringent standards</li> <li>Maintain a consistent culture of zero tolerance for corruption</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of employees who have completed business ethics training</li> <li>Zero cases of the company found in violation of anti-corruption/antitrust laws and other metrics</li> </ul>
<b>Responsible Procurement</b>	<ul style="list-style-type: none"> <li>Offer various vendors equal opportunities to work with Yandex, build long-term relationships</li> <li>Be a reliable partner and build awareness about the good business practices adopted by Yandex throughout the supply chain</li> </ul>	<ul style="list-style-type: none"> <li>Number of small and medium business vendors and other metrics</li> </ul>

## Environmental Impact



**National goals:** “Environmental well-being”,  
“Sustainable and dynamic economy”

	Goals	Metrics
<b>Energy Efficiency</b>	<ul style="list-style-type: none"> <li>Implement energy-efficient solutions and integrate opportunities to reduce costs and environmental impact</li> </ul>	<ul style="list-style-type: none"> <li>PUE of data centers and other metrics</li> </ul>
<b>Packaging and Waste Management</b>	<ul style="list-style-type: none"> <li>Work to divert waste from disposal by investing in circular solutions</li> </ul>	<ul style="list-style-type: none"> <li>Amount of waste generated by disposal method</li> <li>Percentage of delivery packaging and our own branded label packaging from sustainable materials and other metrics</li> </ul>
<b>Carbon Footprint</b>	<ul style="list-style-type: none"> <li>Track and minimize the carbon footprint across our infrastructure</li> <li>Drive the shift towards sustainability among businesses by offering solutions that help them reduce their corporate environmental footprint</li> </ul>	<ul style="list-style-type: none"> <li>GHG emission factor of Yandex infrastructure (Scope 1 + Scope 2) per 1 MWh of consumed energy</li> <li>GHG emissions of services (per 1 km of passenger transport mileage, etc.)</li> <li>Amount of GHG emissions avoided due to Yandex solutions and other metrics</li> </ul>



## Key Results

### Quality of Life

**16**

Yandex services adapted for visually impaired users  
[12 services at the end of 2023](#)

**>1.1 MM**

Taxi rides with special options for users with disabilities  
[>600 K in 2023](#)

**>70 K**

people used the Yandex Conversation app for people with hearing disabilities  
[>37 K in 2023](#)

**676 nonprofits**

receive support from Yandex's Helping Hand Foundation  
[>500 nonprofits in 2023](#)

**699 RUB MM**

raised for charity  
[436 RUB MM in 2023](#)

**>1.3 MM**

users subscribed to rounding  
[>1 MM in 2023](#)

### Investing in People

**29 K**

people Yandex staff at the end of 2024  
[+15% compared to 2023](#)

**>1 K**

people with disabilities work at Yandex  
[>6 K drivers and couriers with hearing disabilities also partner with Yandex services](#)

**+30%**

growth in the share of orders with tips in Yandex Lavka and +20% in Yandex Taxi thanks to the Dream option for drivers and couriers

**5 MM**

people used Yandex's free educational services  
[2x growth in the number of students in Yandex's undergraduate, master's, and postgraduate programs, and in the Yandex School of Data Analysis](#)

**33**

academic institutions from 12 Russian regions are implementing IT programs in partnership with Yandex  
[16 academic institutions in 2023](#)

**335**

startups received Yandex Cloud Boost grants and access to cloud technologies  
[>300 startups in 2023](#)



## Key Results

### Ethics and Integrity

**9 MM**

Yandex Browser users protected from redirects to fraudulent sites every month thanks to active Protect technology

**86.7 BN**

incoming emails processed by spam protection, including around 21.1 billion sent to Spam or blocked

**1.5 BN**

calls handled by caller ID, of which [56% were marked as unwanted](#)

**300 K**

fraudulent advertising accounts permanently blocked in Yandex Direct [>230 MM ads are submitted for moderation every day](#)

**1.7 MM**

children's accounts were registered in Yandex ID at the end of 2024 [1.5x more than at the end of 2023](#)

**2.1 MM**

unique users activated Family Mode in Yandex Search at the end of 2024 [2.5x more than at the end of 2023](#)

### Environmental Impact

**1.15**

average power usage effectiveness (PUE) of Yandex's largest data centers in Russia global average: 1.56 (ideal: 1.0)

**↓ 18 %**

reduction in the volume of packaging used in Yandex Market [↓ 27% lower packaging cost per order, thanks to packaging optimization measures](#)

**91 %**

Market delivery packaging made from recyclable materials **62%** – from recycled materials [97% and 58% in 2023](#)

**71 %**

packaging for Lavka brand goods made from sustainable materials [70% in 2023](#)

**>14 K tons**

of disposable cardboard boxes and 992 tons of wooden pallets saved by Lavka in 2024 by using reusable boxes for delivery

**11.7 K tons**

**CO<sub>2</sub>-eq** emissions avoided by Yandex Cloud platform in 2024 thanks to energy-efficient server infrastructure in Yandex data centers



# Technology

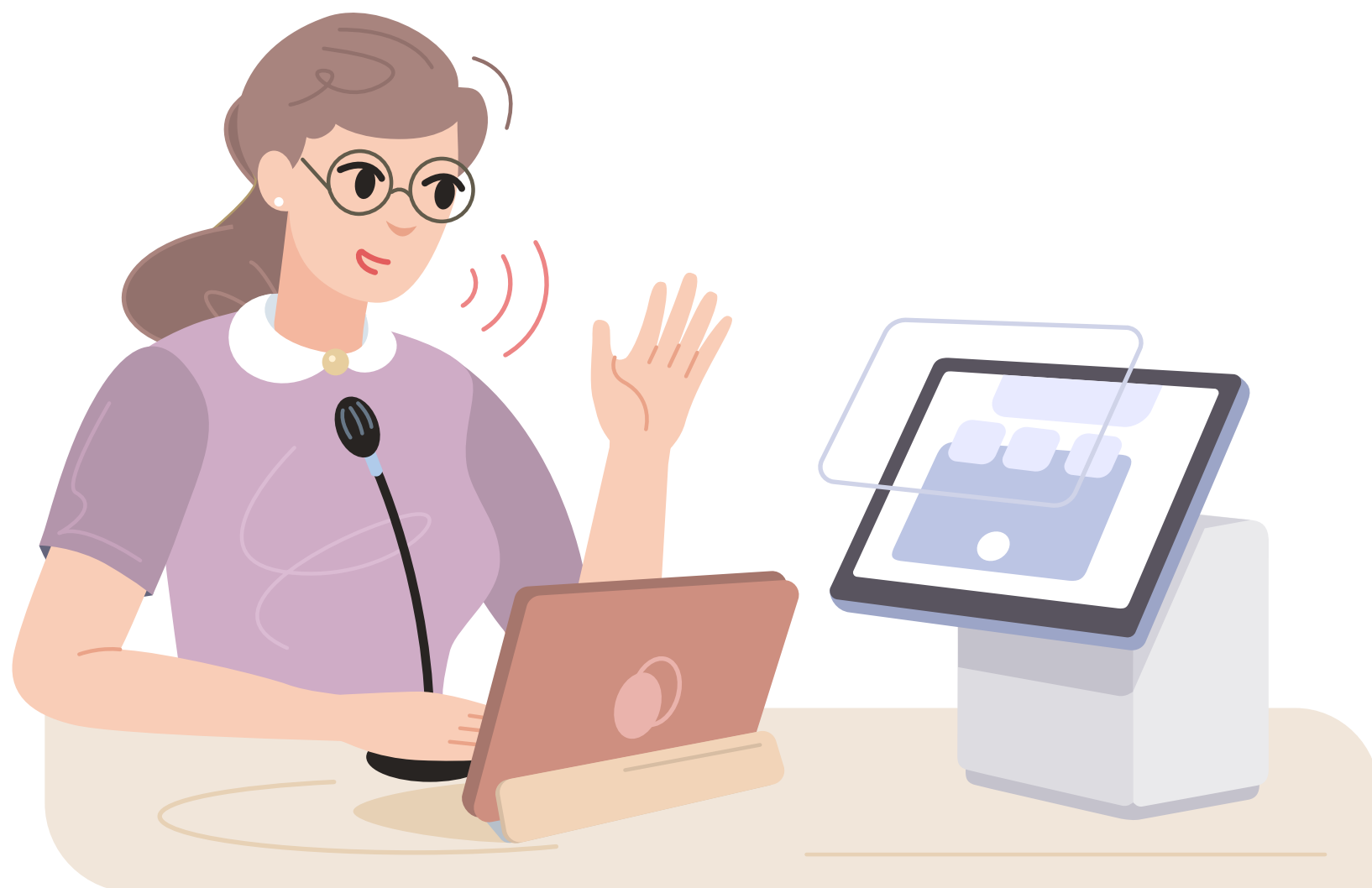
<b>Technology</b>	<b>12</b>
Yandex Cloud Technology for Society Center	13
Accessible Technology	14
AI in Education	14
Preservation of Languages in Russia	15
Foreign Language Learning	15
AI Ethics	16
Open Innovations	16

# Technology











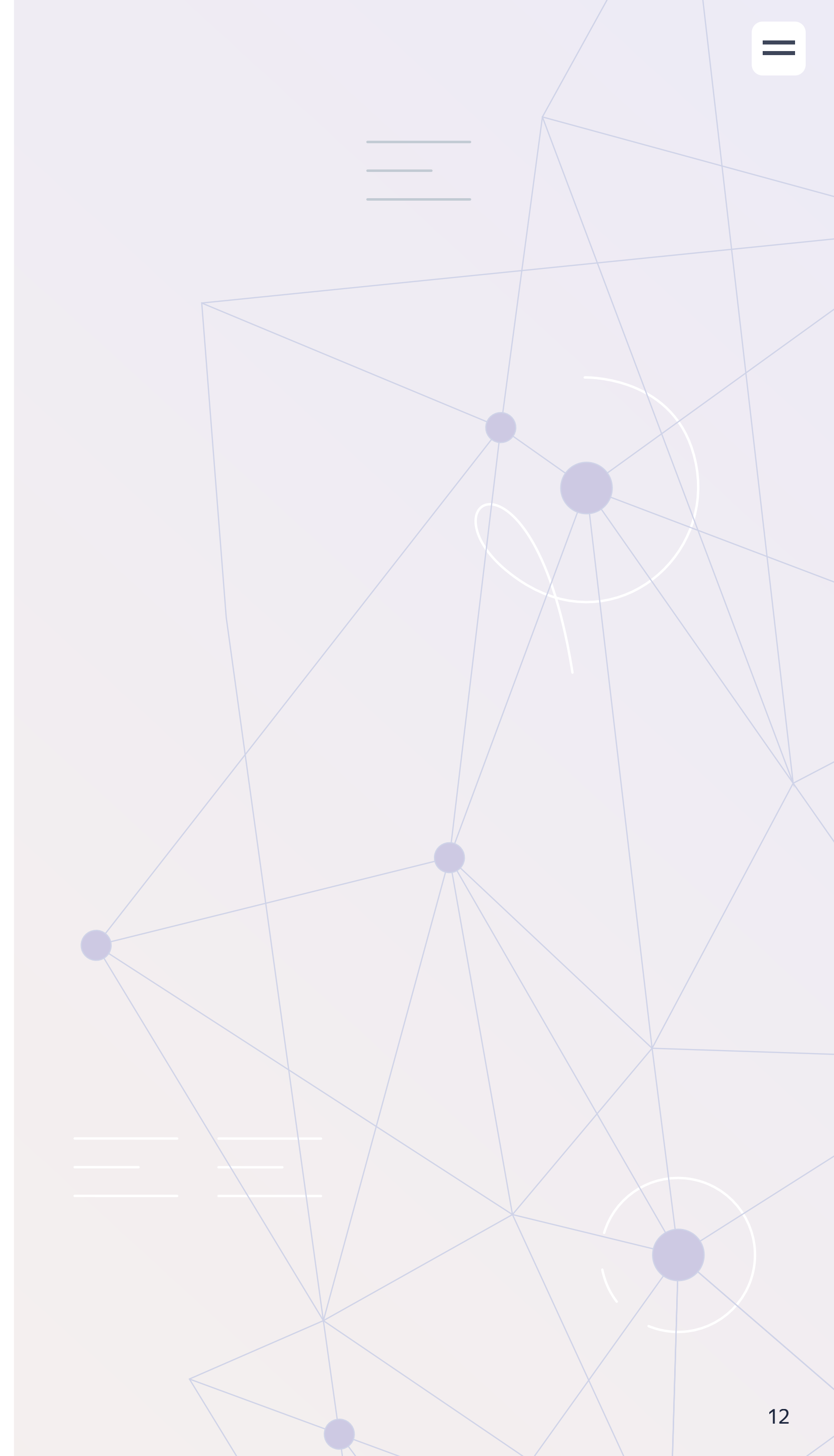
Yandex is synonymous with **technology**. Our technologies make our services reliable and easy to use, and help us create solutions that benefit society.

Our speech recognition technology makes voice control more accessible regardless of pronunciation, while our computer vision technologies, such as Smart Camera, help people with visual impairments quickly obtain information about their surroundings. Yandex's free educational programs prepare the next generation of AI specialists, Yandex Research conducts fundamental scientific AI research that facilitates the development of machine learning around the world, and the Yandex ML Prize rewards young researchers and their scientific advisors. In addition, our cloud services support scientific projects focused on environmental and climate issues.



This chapter will cover just a few examples of how Yandex technologies helped solve social and environmental issues in 2024, but you can read more about our impact in **other sections of the report**:

 <b>Accessibility</b>	 <b>Education and Science</b>
 <b>Charity</b>	 <b>Arts and Culture</b>
 <b>Partners</b>	 <b>Environmental Impact</b>
 <b>Safe Digital Environment</b>	 <b>Safe Urban Environment</b>



# Yandex Cloud Technology for Society Center

Modern digital technologies have tremendous potential to drive scientific discoveries and solve social issues. Neural networks can effectively process enormous volumes of information, find patterns, and make forecasts. And with cloud solutions, researchers don't even need their own computing infrastructure to utilize its benefits.

Our Yandex Cloud-powered [Technology for Society Center](#) (TSC) helps implement a variety of socially significant educational, science, healthcare, environmental, and cultural projects.

Over the past few years, TSC has launched dozens of projects built on complex, resource-intensive tasks. These include a neural network for monitoring [snow leopards](#), a service for tracking the spread of [volcanic ash](#), a system for monitoring the [biodiversity of Altai](#), and another neural network for monitoring [Baikal ecosystems](#).

In 2024, the Yandex Cloud team collaborated with students from the School of Data Analysis (SDA); the Spina Bifida Foundation; and the National Medical Research Center for Obstetrics, Gynecology, and Perinatology named after V.I. Kulakov to develop a neural network that helps doctors detect [symptoms of spina bifida in unborn children](#) during ultrasound examinations of pregnant women. This severe congenital disease of the central nervous system is difficult to diagnose, as it occurs only once in a thousand newborns. Spina bifida often results in severe disabilities. **Now, using AI, medical specialists can spot signs of the disease at an earlier stage and recommend additional examinations.** The solution is available for free to all doctors and medical experts online from the Spina Bifida Foundation, the first organization to ever initiate a project like this in Russia. The core technology can also be used to develop other medical solutions.

In spring 2025, TSC and the Petrov National Medical Research Center of Oncology developed a solution based on YandexGPT to **process applications for clinical trials**. Now, initial data verification takes only a few minutes instead of weeks. The solution is hosted as a web service on Yandex Cloud, where document scans are uploaded. YandexGPT 5 Pro automatically analyzes extensive document volumes and provides the user with recommendations on how to correct errors if revision is needed for approval. This helps doctors and pharmaceutical companies more quickly prepare documents and obtain approval for research to develop new drugs and treatment, including for patients with critical illnesses. There are plans to implement the technology in the Herzen Moscow Research Institute of Oncology and National Medical Research Radiological Centre of the Ministry of Health of the Russian Federation.

Also, in spring 2025, ML developers from the Yandex School of Data Analysis, with support from Yandex B2B Tech and FEFU, created and publicly released a neural network that determines the volume, mass, and types of [waste along coasts](#).

This solution was used successfully as part of an ecological expedition in the South Kamchatka Federal Nature Reserve, a specially protected natural area in the Kronotsky State Nature Reserve, and is also being tested in the Arctic and other regions. **The technology is available free of charge to environmental services and volunteers to speed up the collection of waste in remote areas.** The AI analyzes aerial photographs of coastlines and differentiates between six types of waste: fishing nets, iron, rubber, large plastic, concrete, and wood, with classification accuracy exceeding 80%. The model marks the coordinates of waste on the map, including its composition and weight. This data helps determine the proper group size and cleaning equipment required. The solution can also be trained to recognize other types of waste. The development code is available [publicly](#) and can be used worldwide to monitor different types of waste.

Yandex also helped volunteers during the 2024 Black Sea oil spill. See the [Sustained Community Support](#) chapter to learn more.





## Accessible Technology

Yandex is guided by the principle of “technology for all”, aiming to create an environment where our digital products are accessible and easy to use for everyone, regardless of age or health conditions.

Our **Smart Camera** is designed to help blind and visually impaired users, including by warning about cropped fragments in text recognition mode, guiding users to capture text properly,<sup>1</sup> and even voicing inverted text.

The **Yandex Conversation** speech-to-text app facilitates communication between deaf and non-deaf users by recognizing text, translating text to speech and speech to text, suggesting default phrases, and saving a history of conversations.

**Yandex Browser** offers built-in features for people with **vision** and hearing impairments to customize the interface and use everything the service has to offer.

In 2024, thanks to additional AI training, **Alice** is now better at recognizing voice requests from people with speech impairments, including stuttering, cerebral palsy, and effects from stroke or injury. During the training stage, Alice listened to hundreds of thousands of audio recordings made by people with speech impairments who were invited by Yandex as part of open testing, including from partner organizations. Ultimately, the gap between recognizing the speech of users with and without speech impairments was reduced by an average of 20%.

**Yandex Maps** has also launched new accessibility features, including the Avoid Stairs option for pedestrian routes. This helps a variety of users, including parents with small children, tourists with luggage, and people with disabilities. Yandex Maps also displays updated information about airports, metro stations, and bus and train stations in all Russian cities with a population of over 500 thousand. Now users can check the accessibility of locations in advance for people with limited mobility.

Learn more about how technology helps make our services accessible to everyone in the [Accessibility](#) chapter.



<sup>1</sup> Only works with the screen reader enabled.

## AI in Education

We continue to develop AI solutions for education to help people adapt to changes, acquire new skills, and find their place in the digital world, as well as to correct the shortage of IT personnel in the economy.

In 2024, we launched a range of **AI educational programs**, from flagship programs for leading AI researchers (for example, Yandex and Sber’s AI360 Bachelor’s degree) to general courses on using AI and interdisciplinary educational modules. We also developed and implemented AI-based tools for high schools, universities, and professional education programs.

In collaboration with the Higher School of Economics, we published the **Artificial Intelligence in Education** report to help Russian universities implement AI based on the experiences of other universities. This report analyzes leading global practices in cultivating the potential of AI solutions in education and forms a map with cases from universities in different countries already using AI today. To make the resource more interactive, we also launched a [site](#) with examples and cases.

Learn more about free educational programs and Yandex solutions in the [Education for All](#) chapter.



## Preservation of Languages in Russia

In 2024, we collaborated with the Federal Agency for Ethnic Affairs and regional language institutes to launch a **comprehensive project to support the languages of Russia** in our services. This helps native speakers of these languages, and anyone just starting to learn them, use them more often in everyday life. It's also an opportunity for all users to learn more about the cultures of different ethnic groups in Russia through the translation of local legends, traditions, historical articles, and other materials.

Today, Yandex Translate supports ten minority languages of Russia: Tatar, Bashkir, Chuvash, Yakut, Mari, Hill Mari, Udmurt, Ossetian, Komi, and Tuvan. For a number of languages (Tatar, Bashkir, Chuvash), AI speech recognition and synthesis are also available to hear how words sound in different languages and communicate with native speakers. Every day, about 50 thousand people use speech recognition and synthesis technologies for minority languages in Russia.

In the [Yandex Search Quality](#) section, we also talk about our [Archive Search](#) service, which helps users find information about historical events and people.

**10** minority languages in Russia

supported by Yandex Translate

**> 800 K**

people translate to and from minority languages in Russia using Yandex services every month



## Foreign Language Learning

AI technologies in our services help users learn foreign languages.

Yandex Browser **generates video subtitles** in real time and suggests translations of unfamiliar words. These subtitles help users expand their vocabulary and develop listening skills, making it easier to watch movies and shows in other languages, understand content with a complex vocabulary, and comprehend speech when people speak quickly.

Subtitles are also useful when watching videos on mute, or if the sound is too quiet or loud. If a user sees an unfamiliar word or phrase in the subtitles, Yandex Browser can translate it into Russian just by hovering the cursor over it. This means that users learning foreign languages no longer need to flip through dictionaries or rely on online translators.

In 2024, Yandex Translate introduced a new version of its **photo and image text translation** system powered by AI. Yandex is one of the first companies in the world to use a large language model to translate images based on context. This is especially helpful when traveling, for example, to quickly translate a restaurant menu, or at work to get a general understanding of technical documentation in a foreign language.

We also improved how translations are displayed. Now AI erases the original text from images and inserts the translated text in its place. Algorithms select the font, size, and color, and also remove other artifacts so the translated image looks as natural as possible.

In February 2025, YandexGPT was named the world's best neural network for English-Russian translation based on the independent international [DiBiMT benchmark](#). The integration of a large language model in Yandex Translate helped double translation accuracy in a year, make output more natural, and better convey stylistic nuances and the meaning of fixed expressions.



## AI Ethics

We employ a wide range of AI-powered technologies to create services that truly benefit people. While innovating, we carefully assess all potential risks and work to minimize any unintended consequences.

We build AI in line with our [principles](#) for the safety of AI solutions, user-centric benefits, impartiality, predictability, and reproducibility. Together with other technology industry leaders, we also support the [AI Ethics Code](#), designed **to ensure ethics in the development and implementation of these technologies**.

In spring 2025, we opened a new section of our Bug Bounty program for generative neural networks. This ensures the independent testing of technical vulnerabilities in YandexGPT and YandexART models and related infrastructure.

To learn more about our Bug Bounty program, see the [Information Security](#) chapter.

We published our [Principles of speech synthesis](#) to explain how Yandex processes synthesis data and structures its work on the technology, as well as the restrictions that apply when using it. In particular, these principles focus on the speakers whose voices the synthesis model is trained on. Yandex obtains consent to use their voices and explains that they will be subsequently used to voice arbitrary content.

We flag AI-generated content with special labels – including images in Shedevrum, reviews on Yandex Maps and Yandex Market, and detailed answers in Yandex Search with Alice. In 2024 we also started **marking ads with AI-generated content**. Labels were added to ads with images generated by YandexART in Yandex Direct. If an online ad has AI-generated images, you can check the label by clicking the three dots in the top-right corner.

For more information on how we keep ads safe, see the [Quality Content and Safe Digital Environment](#) chapter.



## Open Innovations

We firmly believe that the IT industry would stagnate without collaboration. That's why Yandex has been sharing our technology and engaging developers around the world in its advancement for years. Yandex is a top 30 global company in the [Open Source Contributor Index](#) and the leader among Russian developers in the global open-source environment, according to [ITMO Open Source](#). [Open-source solutions](#) benefit society, improve the quality of services around the world, and help IT companies source top talent among contributors.

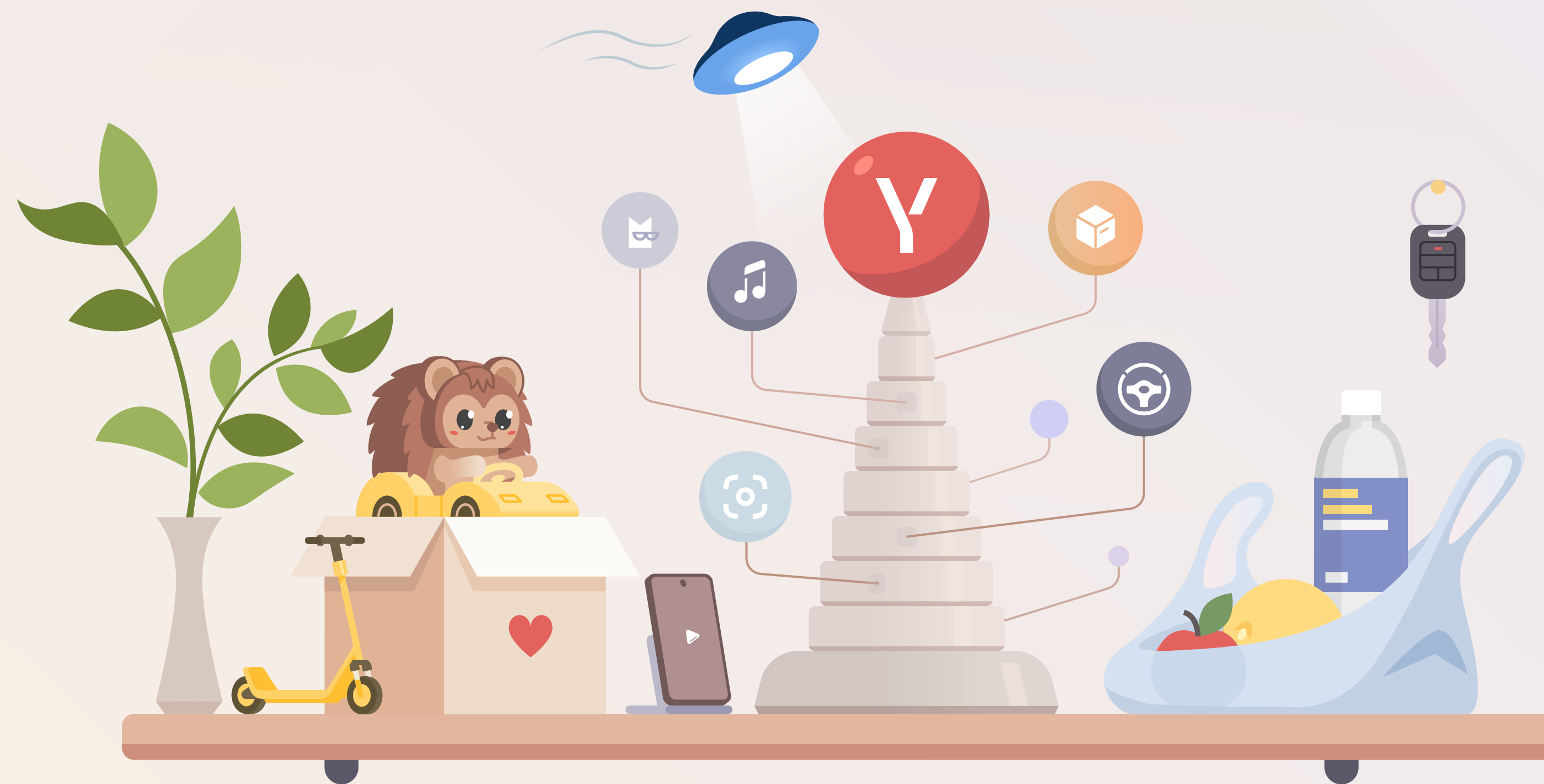
Yandex has over 120 open-source solutions with 65+ thousand stars on GitHub and tens of thousands of contributors annually. Our projects include the CatBoost machine learning library, YTsaurus big data storage and processing platform, YDB fault-tolerant distributed SQL database, YaFSDP LLM training acceleration library, and Perforator continuous server load monitoring system.

Yandex researchers also make scientific contributions in Russia and around the world. Our [Yandex Research](#) lab is engaged in fundamental and applied research involving machine learning to study its most promising areas for development and solve key problems.

One of our [highest research priorities](#) is efficient large language models (LLM). The key problem with LLMs is their high cost, both to train and run. Our current focus is to find ways to make LLMs more affordable in terms of time and the amount of compute server memory required.

Yandex scientific articles are presented at major international A\* level conferences that have significant influence over global AI development. According to MIT and Epoch AI, Yandex is the only Russian company considered a world leader in AI development, joining a list that includes companies such as Google, Microsoft, OpenAI, Amazon, and Huawei. Researchers compared companies based on the total number and citation rate of scientific articles on AI, the volume of data for training models, and the sophistication of algorithms.





# Quality of Life

<b>Convenience, Quality, and Safety of Urban Services</b>	<b>18</b>
Safety in Urban Services	18
Convenience and Quality of Urban Services	21
<b>Support for the Arts and Culture</b>	<b>24</b>
<b>Accessibility</b>	<b>26</b>
Digital Accessibility	26
Entertainment Service Accessibility	29
Accessible Cities	30
Special Projects	31
<b>Sustained Community Support</b>	<b>32</b>
Rounding in Yandex Services	33
Platform for Direct Donations	33
Rides and Delivery for Nonprofits	34
Goods for Nonprofits	35
Showcase for Nonprofits	35
Digital Solutions for Nonprofits	36
Support for Non-Profit Employment Programs	36
Help in Emergencies	37



# Convenience, Quality, and Safety of Urban Services



GRI 203-1

GRI 403-7

GRI 413-1

GRI 416-1

Every day, Yandex solves complex technological problems to simplify the daily lives of millions of users. In the Yandex Go app, you can get where you're going by taxi, scooter, bicycle, or car sharing, check public transport schedules, send packages, order from your favorite restaurants and stores, and have groceries delivered to your door. Yandex Maps also simplifies travel by helping users find the places they need, calculating travel time, and mapping the optimal routes based on current traffic, the presence of stairs, public transport schedules, taxi transfers, and other factors. While we strive to make our urban services helpful and easy to use, safety is no less important.

In this section, we cover the innovations and updates that bolster safety and make our services easier to use in the real world. To learn more about how our technologies protect users online, check out the [Information Security](#) and [Quality Content and Safe Digital Environment](#) chapters.



## Safety in Urban Services



Safety is a cornerstone value governing the development of our ride-hailing service. We invest heavily in technology and solutions that help reduce risks involved in passenger transport. In 2024, **99.9% of rides** ended without a traffic incident.<sup>1</sup>

Our efforts to ensure safe rides span four key areas:

### Access to the service

We prevent service access to anyone intending to abuse its capabilities by developing solutions for verifying driver, partner, and user profiles.

### Incident response

We are increasing the speed and efficiency of responses to incidents. Algorithms play an important role in objective risk assessment, but humans are necessary to gain a full understanding of the situation from all parties involved. That's why we have our own security team dedicated to working with drivers and passengers in the event of an incident.

[Yandex Taxi Security Policy](#)



Check out the [Yandex Service Partners](#) chapter for more about how we ensure driver and courier safety.

### Safety during rides

We are constantly improving our measures to identify and prevent risks during trips. This includes optimizing monitoring algorithms and improving the ability of users and drivers to quickly inform us about the risk of conflict or incident.

### Public interaction

We partner with security professionals and crisis management experts. Our service impacts millions of people, so we consider it our responsibility to seek out the most effective transport safety strategies for the benefit of drivers, users, and society as a whole.

<sup>1</sup> Based on data from our security team.



# Safety in Urban Services



## Scooters

To reduce the risk of unsafe kicksharing<sup>1</sup> scenarios, we leverage technological solutions, teach users traffic rules, and develop systems for responding to violations. Since the service launched in 2022, investments in safety have exceeded RUB 380 million.

In 2024, we published our **first detailed safety report** about the measures we take to ensure that scooter rides are stress-free and safe for everyone.

During the reporting period, **over 99.9% of rides** ended without violations or incidents. However, certain users have a default dangerous driving style. Depending on the severity of violations, the service may fine the offender or restrict their access to scooter rentals. In total, these measures were applied over 120,000 times in the 2024 season. To increase safety in Moscow, St. Petersburg, and Yekaterinburg, we have a team on the ground to monitor compliance with traffic rules and parking regulations, record violations, warn about fines, and forward requests to our support team.

We've also increased the number of reduced speed zones and scooter-free areas where riding may be unsafe. Currently, the app has 1,300 reduced speed zones and 300 areas where riding is prohibited.

In collaboration with Moscow city authorities, we chose the most visible way to display scooter numbers, with an enlarged number on all four sides of the vehicle. We have added scooter numbers in all cities where the service operates. This simplifies the recording of traffic and service rule violations by making it easier to find ride information based on scooter number and time.

In the 2024 season, more than half of all riders were renting a scooter for the first time. It's important for first-time riders to know basic ride safety, so we've expanded our **traffic and service rules training program** within the app and through in-person schools. Through this initiative, Yandex hosted regular safety schools in Yekaterinburg and Almaty for the first time, in addition to their schools in Moscow and St. Petersburg.

In spring 2025, we rolled out **newly designed scooters** that are built to emphasize safety. These scooters feature an advanced IoT module that more precisely recognizes reduced speed zones and scooter-free areas where riding at full speed is unsafe. The scooters also have side light indicators that flash when braking to warn others about what the rider is doing. For night rides, the new headlights have a radius up to 10 meters to help riders see changes on the road ahead from a safe distance. In addition, the main safety rules are now printed on each scooter.

We are also working to stop minors from renting vehicles. Starting in the 2025 season, mandatory verification on mos.ru will now be required to rent Yandex scooters in Moscow. This helps us automatically detect attempts to rent scooters by children and teenagers.

[Yandex Go Scooters Safety Report](#)



**> 380 RUB MM**

invested in Yandex Go kicksharing safety since the service was launched in 2022

**99.9 %**

rides completed in 2024 without incidents or accidents<sup>2</sup>  
on average, 1 in every 60 rides involves an incident

**45 K accounts**

blocked for service rule violations

**22 K accounts**

of underage users blocked preventively<sup>3</sup>

<sup>1</sup> Kicksharing is a short-term scooter rental service.

<sup>2</sup> Based on Yandex's own data on road accidents and violations during rides in 2024.

<sup>3</sup> This means that a minor tried to log in to the service, but our team restricted their access before their first ride.

## Safety in Urban Services

### Yandex Maps

In 2024, Yandex Maps improved navigation for pedestrians and cyclists, displaying more convenient routes and reducing time spent being distracted by phones.

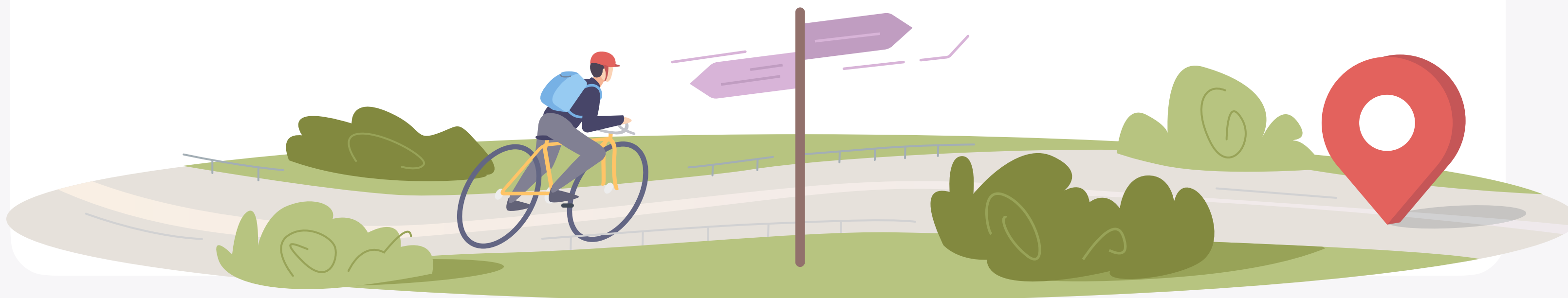
Now users can map routes to **avoid stairs and steep inclines**. Yandex Maps analyzes changes in elevation and the presence of stairs and ramps to offer alternative routes and, for example, make travel easier by reducing time spent going uphill. By enabling the “Avoid stairs” option when mapping a route, the app will suggest a route without them, if possible, or give preference to stairs with ramps. Pedestrians can also see the approximate number of steps on their route, and cyclists are shown where there are bike paths on the route and whether they will need to ride on the road.

When a route is active, users no longer have to move and zoom the map in and out manually. Instead, Yandex Maps automatically reorients in the direction you’re going, zooming the map in or out as needed. For example, when you have to walk or drive a long way without turning, you’ll see more of the route ahead. When a turn is coming up, the app displays a hint and zooms in on the map to make it easier to see exactly where to turn.

Users can spend **less time looking at their phones** on the go and conserve battery life by checking route details on their locked screen in Live Activity mode for iOS or in the widget for Android. When a turn is coming up, the phone will vibrate.

The map was also thoroughly updated with more visible house and entrance numbers and more forest trails, sidewalks, and bike paths. In addition, Yandex Maps now links a route cursor to them to show your location more precisely.

In 2024, we also digitized more than 47,000 kilometers of streets in Russian cities with populations of over one million. Now users see **roads exactly as they look in real life**, with lane markings, parking spaces, and traffic islands. This update helps users navigate complex road sections and get around unfamiliar cities. We have also trained the app to show recommended lane changes that help drivers make turns or U-turns.



### Yandex Lavka

Yandex Lavka monitors the **safety and quality of products** delivered to users. We carefully select and regularly assess the suppliers we choose as partners. Yandex Lavka also conducts production audits for new and existing suppliers of **private-label products and ready-to-eat food**. Our quality standards for different product categories are based on national and international requirements.

For example, at our kitchen in St. Petersburg, where we make Lavka Signature **prepared food**, a dedicated quality control team is responsible for food safety. Specialists monitor every step of the production chain, from checking ingredients at arrival to monitoring conditions where the food is prepared. You can learn more about how we control food quality [here](#).

We also partner with suppliers of prepared food, including restaurant chains and local producers that pass our **multi-stage selection process**. First, food items are lab and taste tested to assess their organoleptic and physicochemical properties: appearance, texture, smell, and taste.



## Yandex Lavka

Then, we conduct an in-person audit of the production facility to check documentation, storage conditions, equipment, and logistics. At this stage, we pay special attention to critical violations that we can help the supplier resolve by recommending solutions. Only after confirming that problems were eliminated do we allow their products on our shelves.

Our work doesn't end after the prepared food is shipped out. At the distribution center, we check shipping documents and temperature regimes, and use destructive methods to cut fruits and vegetables and make sure they're not spoiled inside. Our objective assessments also include the use of professional tools, including refractometers, penetrometers, and other devices. To ensure that products arrive to customers in perfect condition, couriers deliver orders in insulated bags, while mystery shoppers and customer feedback help us respond promptly to any issues. For vegetables and fruits, product descriptions include information like avocado ripeness and berry sweetness to help users make safe and convenient choices.

You can learn more about how Yandex Lavka selects suppliers and controls product quality [here](#).

## Convenience and Quality of Urban Services

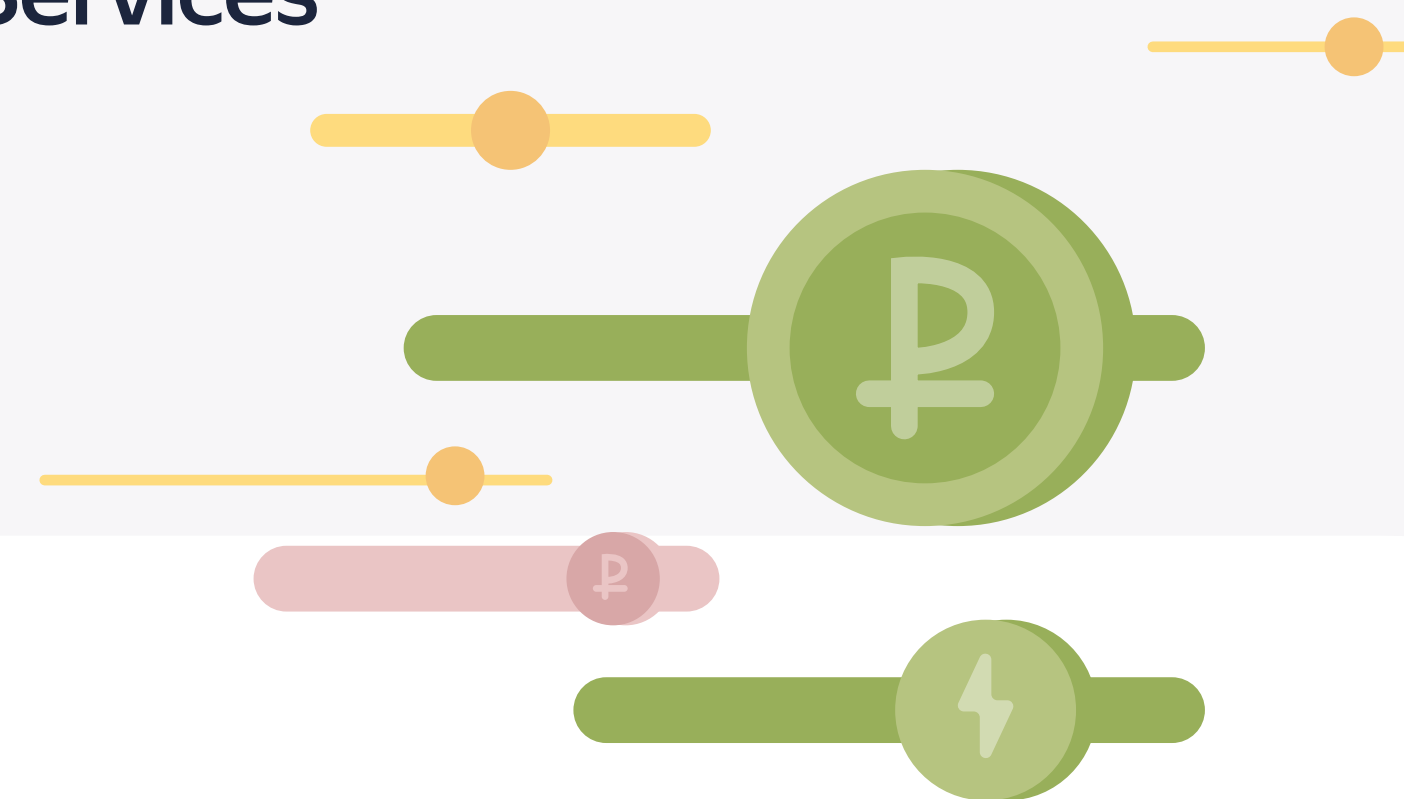
Making digital products that different types of people find trustworthy and appealing is a challenging task. We regularly analyze user feedback and their experience interacting with our services. This helps us routinely improve our products and add new features to make them easier to use.



### Taxi

In 2024, we added several new features requested by Yandex Go app users. Our biggest improvement related to pricing transparency – now users can see **detailed price breakdowns** and **contact us about specific ride prices**.

**Price details** are generated for each ride and shown before the user confirms their ride request. Details include the pickup price, base rate (the total price of minutes and kilometers on the route), surge pricing during increased demand, and the price of additional options, including child safety seats or pet transport. This helps passengers decide whether to request a ride now or wait until demand drops or traffic reduces, choose a different service class, or change their route and use public transport.



To view price details, users can tap the ₽ icon in the upper left corner after selecting the service class and route. They can also use this button **to contact support with questions about the total price, changes in price due to traffic or high demand, and how the price was calculated**. The support team will promptly respond to the user's price issues to explain the details and recommend how to save on rides. We collect and analyze all passenger feedback about prices. This helps us understand when users are most upset about the cost of rides so we can develop new measures to manage prices in 2025.

Another major update was the **virtual queue** for Economy rides. Now when users request rides during periods of extremely high demand (after concerts, festivals, or sports events), they can see how many people are ahead of them, and passengers who requested rides first know they'll be picked up first. Once you join the queue, you can watch how it progresses. If it's advancing slowly, users have the option to search for a car in other service classes or plan a route using public transport.



## Convenience and Quality of Urban Services

### Yandex Maps

Yandex Maps gained a number of new features that make life easier.

Users in regions with harsh winters – including Khanty-Mansiysk Autonomous Okrug, Yamalo-Nenets Autonomous Okrug, Yakutia, Chukotka, Krasnoyarsk Krai, Omsk, and Murmansk – can find special **comfortable public transport routes**. These routes consider the location of over 600 heated transport stops, which are marked in the app with a heat icon and the caption “Heated”. Our algorithm analyzes historical temperature data, distances to heated stops, and wait times for transport to first offer routes involving less time in the cold, even if the trip takes a little longer.

The service also displays live **visit information for organizations**. Visit data is now displayed for restaurants, museums, and other public places based on anonymized geolocation data, which is updated weekly. This helps customers plan visits during less popular times to avoid long lines and waits.

Drivers can now benefit from **optimal arrival points**. For routes in major cities, Yandex Maps shows users over a million convenient places to park or drop off passengers. The system takes into account the location of building entrances and data on how often trips end at specific locations, updated daily. For example, you can choose the arrivals area for a quick pickup on rides to the airport, or the nearest parking lot for a trip to a shopping center.

Another new development is the **option to map routes inside buildings**. This feature is available in every Russian city with a population over a million to help navigate shopping malls, airports, and train stations. Routes are available between locations inside buildings, or from anywhere else in the city. For example, Yandex Maps can map a bus route to a shopping center, then suggest a convenient entrance and show how to reach a specific store. The service also suggests different route options. To improve navigation, our service team also updates the floor plans of buildings where routes are built most often to show the location of escalators and elevators.



## Convenience and Quality of Urban Services

### Yandex Eats

Yandex Eats now has the option to **choose items based on nutritional information**. Convenient filters show products that match specific dietary restrictions, including high-protein, low-carb, low-fat, and low-calorie.

This option was added in response to user demand. According to a study conducted by Yandex, 74% of respondents wanted to choose items based on nutritional value. High-protein, low-carb, low-fat, and low-calorie tags were the most requested, so we decided to add them first.

Items found using the filters are tagged by our automated system based on nutritional information provided by partner restaurants and from open sources. A specially developed AI-powered algorithm regularly checks and updates information about ingredients and tags items found by the filter.



### Yandex Weather

Yandex Weather has launched the **Pollen Count** service to warn allergy sufferers about the start of pollen season and show pollen forecasts for the next 10 days. Information is also available about the distribution of allergens in Russia and CIS countries on a special map, which is especially helpful when planning trips.

Powered by technology developed by the Yandex Weather team, the service calculates the activity of **six pollen allergens**: birch, alder, ragweed, wormwood, grass, and weeds. The technology accounts for a variety of factors to ensure accurate predictions.

The pollen activity calculation model establishes an approximate range for the start of allergy season, and predictions are adjusted in real time using weather data and user surveys to determine how severe reactions may be.

Information is displayed on a **special pollen map**, which is especially useful for users who travel to other regions to wait out peak concentrations of allergens. For example, if a user wants to go from Moscow to Karelia, Yandex Weather helps them be confident that their allergies won't bother them there for the next ten days. Return trips can also be better planned using Pollen Count data.





# Support for the Arts and Culture



GRI 203-2

Digital services are transforming the arts and culture. Tens of millions of Russians watch movies and shows, listen to music, and read books online. Subscription services are the main driver of this engagement, where users get access to seemingly unlimited content for a small regular fee.

In the creative industry, these subscription services have ushered in a new era of opportunities. Revenue from subscriptions is a significant source of funding for large-scale film projects and hundreds of original shows, and a helpful way for new Russian musicians to find listeners faster.

We work hard to create a **sustainable support system for creative industries in Russia**, reinvesting a significant portion of the revenues received from over 39 million Yandex Plus subscribers into the production of our own movies and shows, as well as for the purchase of rights to other movies, shows, music, and books. In 2024 and 2025, investments will exceed RUB 100 billion, and in 2024, Yandex's investments in Russian content outpaced investments in foreign content by a factor of three.

## Yandex Music

It's not easy for aspiring artists to break through with their music in an oversaturated market, get support from streaming platforms, and make it into lists of recommended music. The audience of these artists is small, so streaming services don't have enough data to assess the potential popularity of their music using standard recommendation algorithms.

To help artists go from unknown to known, Yandex Music created **Nitro**. This technology makes recommendations in Yandex Music not just based on user reactions to songs, but also depending on similarities in the music. Nitro uses AI to analyze song composition and create an audio vector to recommend songs to listeners who like music with a similar audio vector. Testing has shown that in just one week, artists can increase their number of listens by a factor of several dozen.

Nitro is available to artists with an audience up to 5,000 listeners a month. In 2024, Nitro helped over 10,000 aspiring artists connect with their first audience on Yandex Music.

Yandex Music also supports **fan donations** so artists can receive direct financial support from listeners for their work. In 2024, we allocated more than RUB 100 million to double donations from fans. Ultimately, more than 14,000 local artists received direct support for their music. This helps support aspiring musicians, who often lack the resources and opportunities to make new music. Artists receive their donations from fans in full. Yandex Music doesn't charge a fee for donations.

**>100 RUB MM**

invested by Yandex Music into doubling donations from users

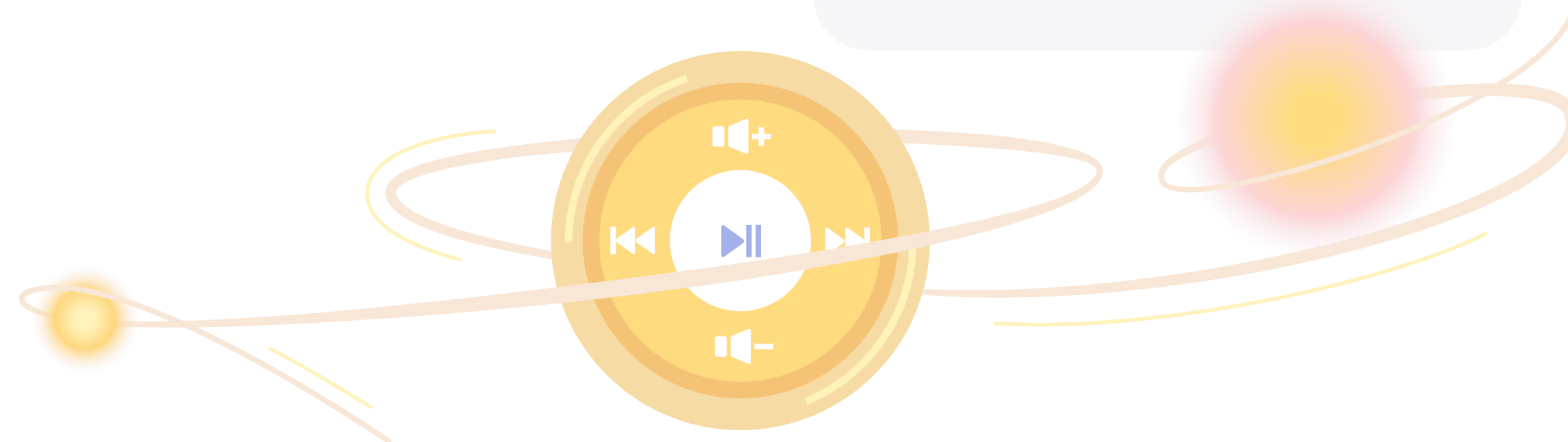
**>14 K**

musicians received direct donations from fans

**>10 K**

aspiring musicians found their audience using Nitro

in 2024





We see that interest in Russian content is steadily growing. In 2024, 87% of the Kinopoisk audience watched at least one Russian film or show, while in 2020 this figure was 60%.

In 2024, Kinopoisk released 14 of its own movies and shows produced by Plus Studio, Yandex's production center. Our content is dedicated to **supporting young talent and introducing new faces to a wider audience**. In *Cybertaxi*, a movie based in the *Cybervillage* show universe, Miya Magomedova plays her first feature-length role, and her screen partner Karim Omarov plays his first lead role in a film. In the fan favorite *Krasnaya Polyana*, about the adventures of a charming con woman at a ski resort, the main role was also played by a previously unknown actress, Rinata Timerbaeva. At the end of December, Kinopoisk subscribers could also watch the first episode of *Cyberslav*, an animated series about a cyberhero in futuristic Ancient Rus'. This is the first project of director Stas Dmitriev, who came up with the idea for *Cyberslav* in 2018 and started production with Plus Studio and Kinopoisk in 2021.

Kinopoisk also increased **support for the movie theater industry** to systematically increase attendance at Russian movie theaters and stimulate the development of domestic cinema. According to research from Wanta Group,<sup>1</sup> Kinopoisk is one of the top three internet platforms (along with movie theater sites and Yandex Afisha) that viewers consider a main source of information about upcoming premieres. Kinopoisk leverages this potential to support partner films through its own media tools, from push notifications and highlights in the Kinopoisk showcase to the "Watch later" button and cross-service activities. Tickets for partner films can be purchased directly on the Kinopoisk site, as well as in the streaming service, mobile app, and Yandex Afisha. The first cinema premiere with this support was *Major Grom: The Game*, released in theaters across the country in spring 2024.

In addition, Kinopoisk paid royalties to Russian producers and distributors for more than 4,000 domestic films and shows available on the platform.

In 2024, Kinopoisk also launched a project to support the representation of actors with disabilities, an initiative we cover in more detail in the [Accessibility](#) chapter.

<sup>1</sup> Research details available [here](#).



Since 2019, we've hosted the **Cultural Marathon** in partnership with the Ministry of Culture of Russia and the Ministry of Education of Russia. This educational project is aimed at students and teachers, and focuses on Russian culture and technology. In 2024, the marathon covered 19th-century Russian culture, including quizzes, master classes, and creative projects on literature, music, and fine arts. Participants took a fresh look at familiar content from their school curricula to see how modern technology is connected to works of the past.

Yandex services prepared special projects for the Marathon: Yandex Music curated a playlist with Russian composers, Kinopoisk posted quizzes on works of Russian literature and art, and Yandex Books released video lectures by contemporary authors with advice for aspiring writers.

In total, almost half a million people joined the Marathon, with the most participants coming from Stavropol Krai and the Belgorod and Moscow regions.

## 493 K people

participated in the 2024 Cultural Marathon

We dive deeper into the interconnections of culture and digital innovation in the [Technology](#) chapter, including how Yandex AI helps preserve and advance the languages of Russia.



# Accessibility



GRI 203-1

GRI 203-2

GRI 413-1

We believe that accessibility is about more than just additional functionality. Rather, it's a fundamental part of digital products that's no less important than security and reliability. Yandex is guided by the principle of "technology for all", aiming to create an environment where our digital products are accessible and easy to use for everyone, regardless of age or health conditions.

[Accessibility in Yandex](#)



[Telegram Channel](#)

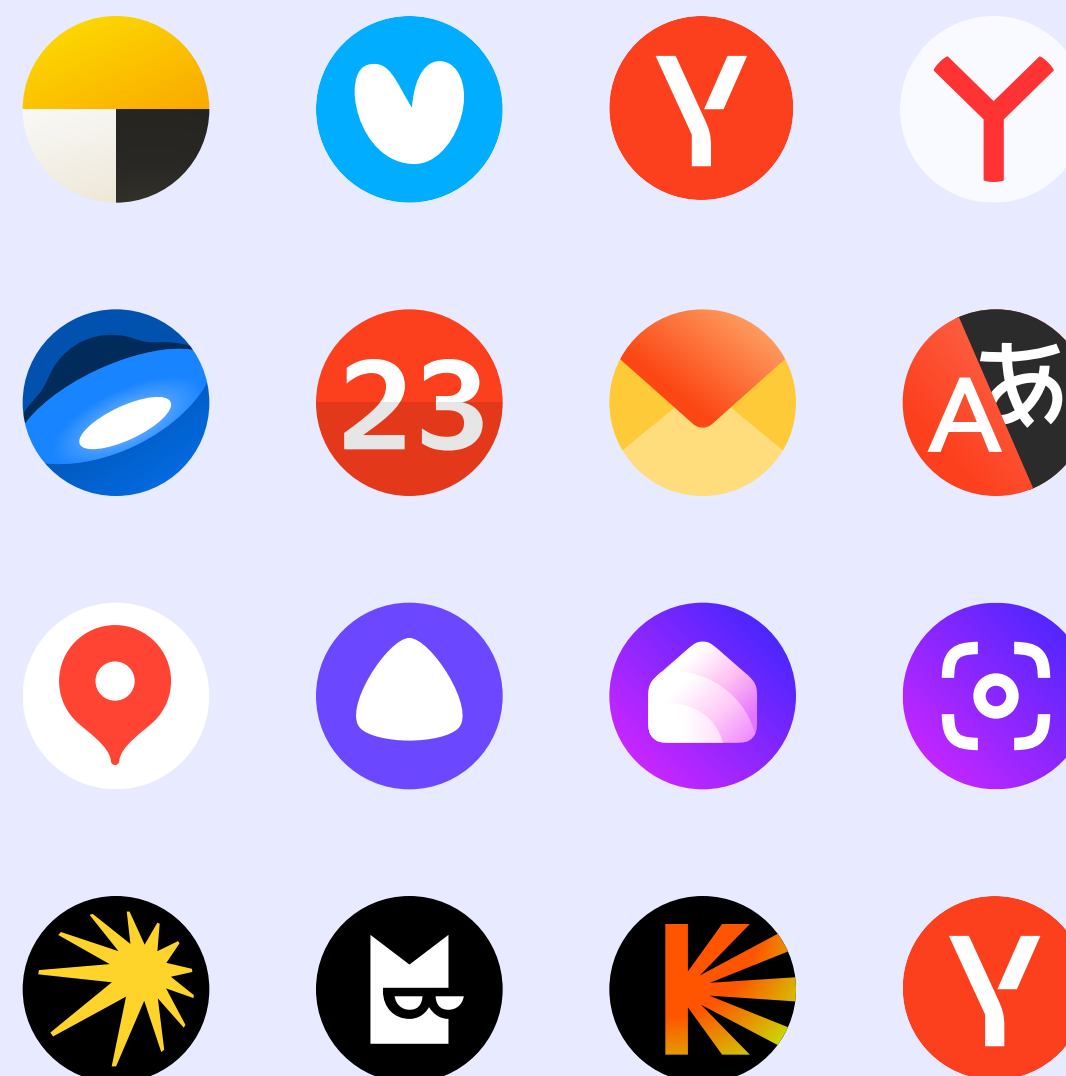


## Digital Accessibility

### 16 Yandex services

adapted for visually impaired users<sup>1</sup>

12 services by the end of 2023



Our services support **screen readers** that render text and image content as speech, enabling blind and visually impaired users to navigate the interface by ear. As of December 2024, 16 of our services work with screen readers.

The **Smart Camera** in Yandex Browser, Yandex applications with Alice, and Yandex Start<sup>2</sup> are also adapted for visually impaired users. For example, when recognizing text, the camera warns the user about image cropping and guides them to capture the text in full,<sup>3</sup> and can even read text that's upside down.

We believe that disabilities should never hinder access to a quality education, and have adapted the Unified State Exam computer science simulator from Yandex Textbook for visually impaired students. More information about this project is available in the [Education for All](#) chapter.

We also strive to ensure the accessibility of our site interfaces. In 2024, we audited the accessibility of the Yandex Cloud site for visually impaired users, then used the results to make improvements. More details are available in our Habr [article](#).

To ensure that our services remain accessible after every update, we conduct an annual **internal accessibility audit** and rating, with help from our inclusion team and its blind and visually impaired testers.<sup>4</sup> Assessment results are shared with the service teams to highlight potential enhancements.

<sup>1</sup> Yandex Go, Yandex Lavka, Yandex Search, Yandex Browser, Yandex Disk, Yandex Calendar (web version), Yandex Mail, Yandex Translator (app), Yandex Maps (web version), Yandex with Alice and Home with Alice (apps), Smart Camera, Yandex Music, Yandex Books and Kinopoisk apps, authorization service (captcha).

<sup>2</sup> An Android **app** that combines Yandex Search, Alice, Smart Camera, and Yandex Translate.

<sup>3</sup> Only works with screen reader enabled.

<sup>4</sup> Learn more about inclusive employment in the [Yandex Employees](#) section.



# Digital Accessibility



## Instructions for blind and visually impaired people

We offer **audio instructions** to help users with screen readers quickly master Yandex service features. These instructions were written by specialists with vision impairments.

**10 instructions**  
for 6 Yandex services



**>70 K**

people used the Yandex Conversation app in 2024  
>37 K in 2023

**800 K**

conversations took place using the app

Yandex services are also accessible by deaf and hard-of-hearing users, enabling them to communicate with others, perceive audio content, and manage everyday tasks. For example, the **Yandex Conversation** app uses speech-to-text technology to facilitate communication between deaf and hearing people by recognizing text, translating text into speech and vice versa, offering prepared phrases, and saving the history of conversations. In 2024, more than 70,000 people used the app across all platforms.



## Yandex Browser Accessibility

Yandex Browser offers **built-in features for people with vision and hearing** impairments to customize the interface and use everything the service has to offer.

For example, visually impaired users can activate reading mode to display only relevant text and related images or videos on the screen, while hiding everything else. The Yandex Browser mobile app also has an option where Alice reads aloud the text on any site, and the built-in smart camera, designed to work with screen readers, recognizes printed text, objects, and photographs.

Deaf and hard-of-hearing users can turn on automatically generated subtitles for videos on any site thanks to Yandex Browser AI. Yandex Browser also has automatic speech transcription that differentiates between speakers. Each new speech appears on a new line, starting with a dash to make it easier to understand who's talking.

Learn more about Yandex Browser's full capabilities [here](#).



# Digital Accessibility

## Alice Accessibility

The Alice virtual assistant and smart devices help users with disabilities handle everyday tasks independently.

For example, **blind and visually impaired users** can check the weather, request rides, turn on audiobooks, or set reminders using Alice voice commands. In 2024, we added a useful new feature: access to the **Logos library**, the largest repository of audiobooks in Russia. Users can control the playback of audiobooks, radio broadcasts, and other audio; search for what they want by title, author, genre, or narrator; and select content from their virtual bookshelf.

Alice helps **users with limited mobility** handle all kinds of basic tasks. For example, they can use Alice voice commands to control smart devices (sockets, light bulbs) and turn lights, TVs, humidifiers, and other electronic devices on or off. With a smart remote control, Yandex Station, or TV Station (smart TV with Alice), TV control is also available by voice, without the need to press any buttons.

Thanks to additional AI training, Alice is now **better at recognizing voice requests from people with speech impairments**, including stuttering, cerebral palsy, and effects from stroke or injury. This was made possible in collaboration with a number of non-profit organizations, including the Center for Curative Pedagogy, Live Now, Life's Path, Vesna, Perspektiva, and Best Friends.

Participants recorded more than 855,000 tongue twisters and regular phrases, totaling over 900 hours of audio. Defectology specialists from Moscow City Pedagogical University (MCPU) helped classify the examples by type of impairment. Ultimately, the gap between recognizing the speech of users with and without speech impairments was reduced by an average of 20%. You can learn more about the project in our Habr [article](#).

In the summer of 2024, we held a **hackathon** where Moscow university students developed skills for the Yandex Dialogues platform<sup>1</sup> to help disabled users. Now our voice assistant has more skills than ever to help the blind and visually impaired, as well as users with limited mobility. Participants learned how to create, test, and promote digital products, as well as research audience needs. The hackathon helped introduce **six new skills**. The winning team was “Man’s Best Friends”, who developed the **Guide Dogs** skill to help blind people learn more about guide dogs and prepare for life with a four-legged assistant. All skills were uploaded to **Yandex Dialogues** and are available on Alice devices and in Yandex Browser.

Learn more about Alice’s skills for people with disabilities [here](#).

<sup>1</sup> Yandex Dialogs is a platform through which users can create skills for Alice, our virtual assistant.

# 100k

books, radio programs, and other audio from the Logos library available in Alice

# 20% more accurate

recognition by Alice of users with speech impediments<sup>2</sup>

# >300

people participated in additional training of the speech recognition model

# 40

students participated in the hackathon for accessible skills



<sup>2</sup> Compared to the previous Alice version, based on internal research.



# Entertainment Service Accessibility



Kinopoisk bolsters content accessibility for users with visual impairments and adds audio descriptions to movies and shows.<sup>1</sup> We make the **audio descriptions** ourselves for original projects. For other works, these descriptions are provided by the copyright holders. Kinopoisk offers more than 100 films and shows with audio descriptions, and in 2024, more than 35,000 subscribers used them.

We've also significantly sped up the creation of audio descriptions for original Kinopoisk projects using Alice, Yandex's virtual assistant. Now she narrates the text prepared by audio description specialists who know what details are most important to include. Learn more about how audio descriptions are created in Kinopoisk [here](#).

Kinopoisk improves the experience of users with hearing impairments. All Kinopoisk original projects include **advanced SDH subtitles** that also capture the emotional reactions of characters and the mood created by music, noises, and sound effects. Today, Kinopoisk has almost 200 films and shows with advanced subtitles, and in 2024, more than 118,000 subscribers used them. In Yandex ID, users can now save time by activating subtitles by default in the **Special Options** section.

**> 35 K**

Plus subscribers turned on audio descriptions in films and shows on Kinopoisk

**> 118 K**

Plus subscribers watched content with advanced subtitles

<sup>1</sup> Audio descriptions are short descriptions of surrounding key visual elements in videos to add detail to the regular audio track. Descriptions are narrated during natural pauses in the audio and explain what's happening on screen so blind and visually impaired users can better understand content without missing important details.



Yandex Books now has a **virtual narrator** for books that don't have audio versions yet. The virtual narrator is powered by a combination of Yandex speech technologies and professional voice actors to ensure the most realistic and natural readings. This update is especially useful for visually impaired and blind users accustomed to audiobooks.

**> 13 K**

books with a virtual narrator are available in Yandex Books



This year's annual **Plus Dacha** entertainment festival was held for the second time with the participation of Russian Sign Language interpreters. They simultaneously interpreted song lyrics and other performances so that deaf and hard-of-hearing visitors could enjoy the concerts. In total, we held six concerts with translation into Russian Sign Language, and two film screenings with SDH subtitles and audio descriptions.

**76**

deaf and hearing-impaired guests attended Plus Dacha events in summer 2024





# Accessible Cities

Our technologies help people overcome barriers in the digital environment and beyond.

## **Go** Inclusive Features in Yandex Go

The Yandex Go app has a **Special Options** section where users with specific needs can get assistance on rides.<sup>1</sup> These options include the disclosure of preferred communication (the user can only communicate by text, or can hear but not speak), requesting sighted guidance to the car, or mentioning the presence of a wheelchair or a guide dog. Before pickup, drivers are notified if a passenger has selected a special option. The knowledge base for drivers also has **training materials** to help ensure comfort and convenience during a trip.

Since the Special Options section was launched in 2022, users in Russia have used it on more than 1.9 million rides, including 1.1 million in 2024. Most options are also available in other Yandex Go countries, including Kazakhstan, Uzbekistan, Kyrgyzstan, Belarus, Armenia, Georgia, and Serbia.

For wheelchair users, Yandex Go offers the **Accessible** service class.<sup>2</sup> Users can request rides in an adaptive minivan with a wheelchair lift and space for the wheelchair. All drivers in this service class have been trained on handling the wheelchair lift and wheelchairs.

<sup>1</sup> Options available everywhere in Russia (in all service classes except Carpool, City to City, and The Fastest).

<sup>2</sup> Service class available in Moscow and nearby neighborhoods in the Moscow Region.

<sup>3</sup> Kazakhstan, Uzbekistan, Kyrgyzstan, Belarus, Armenia, Georgia, Serbia.

We also focus on accessible options in other Yandex Go services. For example, Yandex Lavka now has an in-app chat for users to contact their courier. This option is important for deaf and hard-of-hearing users who prefer messaging.

Learn more about how we make Yandex Go and Yandex Pro accessible for drivers, couriers, and other contractors in the **Yandex Service Partners** chapter.

**>1.1 MM**

rides with special options in Russia in 2024

>600 K in 2023

**>1 MM**

rides with special options in other countries in 2024<sup>3</sup>

>400 K in 2023



## Accessibility in Yandex Maps

Yandex Maps helps people with limited mobility better navigate the city. Organization cards highlight the presence of important inclusive features within buildings, parks, beaches, and other locations. These features include wheelchair accessibility, automatic doors, ramps, elevators, fully accessible restrooms, and a staff call button.

Information about accessible features is regularly updated and supplemented by a field team that walks around cities to collect information. Organizations and users can also submit information about accessibility. To make Yandex Maps more convenient for users, filters for accessible organizations can be enabled by default in the **Special Options** section of the web version for Yandex ID.

In early 2025, we launched two new accessibility features in Yandex Maps. The first is the **Avoid Stairs** option for pedestrian routes. This helps a variety of users, including parents with small children, tourists with luggage, and people with disabilities. If there aren't any options for routes without stairs, Yandex Maps suggests directions with ramps and warns how many there will be along the way. To make this option a reality, our team added information about 40,000 ramps in major Russian cities.



## Accessibility in Yandex Maps

Yandex Maps also displays **updated information about airports, metro stations, and bus and train stations** in all Russian cities with a population of over 500,000 people. Now users can check the accessibility of locations in advance for people with limited mobility. We obtain data about accessibility from official sources. For example, information about ramps at train stations was provided by Russian Railways. User reviews and photos also help confirm accessibility at train stations and airports.

### Accessibility information in Yandex Maps

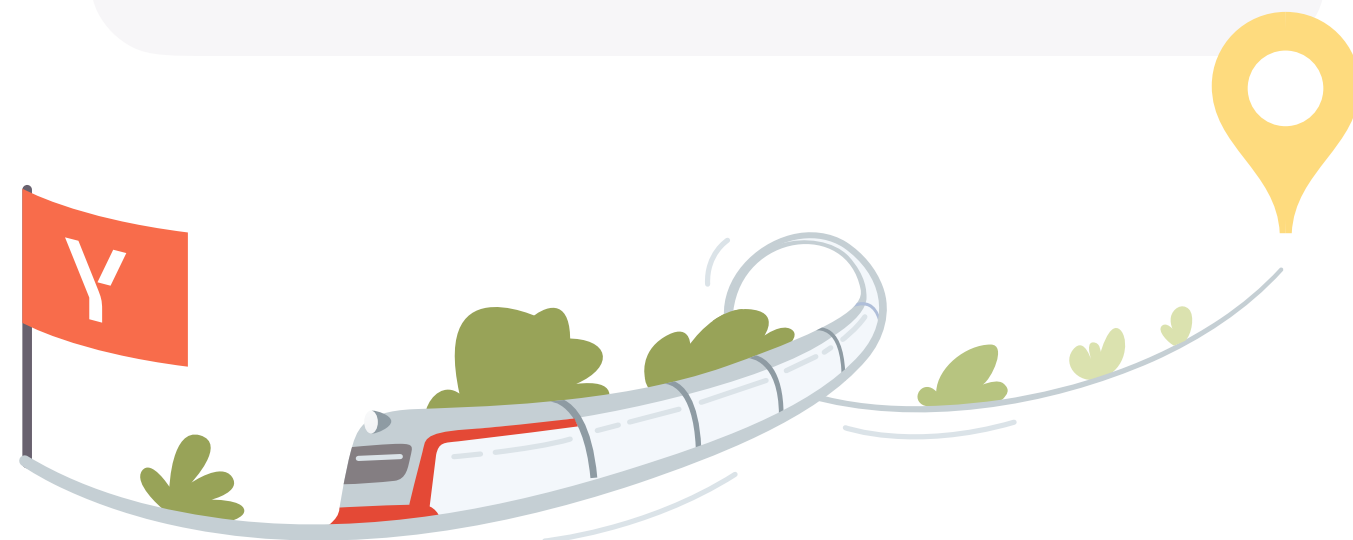
at the end of March 2025

# 1.5 MM

organization profiles across ~12 K Russian cities at least one accessibility attribute specified, including the "not compliant with disability access requirements" status

# 914

profiles of railway stations and airports in all Russian cities with a population of over 500K accessibility information specified



## Special Projects



### Wide Shot

Yandex leverages its services to promote inclusivity and fight stereotypes about people with disabilities.

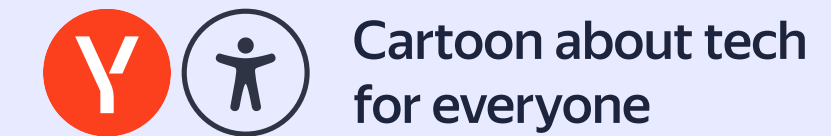
In 2024, we took this agenda to the big screen with our **Wide Shot** project to help talented actors with disabilities get their names out.

The project started with **intensive training** for actors with and without disabilities. The selection process took place in two stages: first through video auditions, and then with in-person casting in Moscow. The casting site was accessible for people with visual impairments and musculoskeletal disorders, and Russian Sign Language interpreters were on hand to ensure that operations ran smoothly.

The educational program included 10 classes from Gogol School instructors under the guidance of theater and film director Nikita Belykh and invited experts. The program was adapted for people with hearing, visual, and motor system impairments.

After the training, program graduates had the chance to **apply their skills to short films** shot in collaboration with Kinopoisk and Plus Studio. Students and graduates of the Bondarchuk Industry School and specially assigned curators were also involved in the project. In total, six short films were produced, ranging from romantic to thriller. Nowhere in the projects were disabilities highlighted as a central part of the plot; instead, they were integrated naturally into depictions of real life.

Watch the **Wide Shot** short films on Kinopoisk



### Cartoon about tech for everyone

We produced **four animated stories** about how Yandex technologies help people with hearing, visual, and musculoskeletal impairments live their daily life and be more independent.

These cartoons are available with audio descriptions and advanced subtitles, and narrated by Kinopoisk project voice actors Olga Sutulova, Sergey Chikhachev, and Sofia Lebedeva.





# Sustained Community Support



GRI 203-1

GRI 203-2

GRI 413-1

MED 34

## 676 nonprofits

supported by the Helping Hand foundation

## 699 RUB MM

total amount raised and allocated to support nonprofits

## 507 RUB MM

raised through rounding feature and additional donation channels<sup>1</sup>

## 664.7 RUB MM

reserved by Yandex for grants to nonprofits<sup>2</sup>

410 RUB MM – grants for social advertising

100 RUB MM – grants for Yandex Cloud services

154.7 RUB MM – grants for Yandex 360 services for business

Learn more about Helping Hand's yearly results in the [annual report](#)

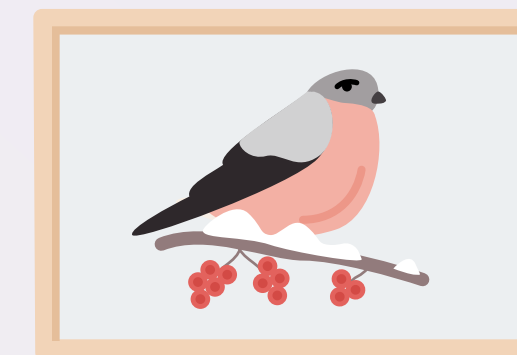


Millions of people use Yandex services every day, and we use this opportunity to connect those who want to help with those who need it.

Yandex's main efforts are focused on our [Helping Hand](#) foundation, supporting verified nonprofit organizations involved in different types of charity. We strive to bolster their operations by providing access to Yandex services and solutions, as well as creating simple and convenient ways for our users to donate. Thanks to continued support, our nonprofit partners can plan their work more predictably, free up resources to launch new projects, retain and expand the number of people they help, and solve issues faster and more effectively.

Helping Hand supports **five core programs**: Rides and Deliveries for Nonprofits, Goods for Nonprofits, Digital Solutions for Nonprofits, Showcase for Nonprofits, and a platform for direct donations. Rides and Deliveries for Nonprofits and Goods for Nonprofits are supported by donations from users who have rounding enabled in Yandex services or donated on the Helping Hand website, as well as by the company's own funds. In 2024, Yandex transferred 192 million RUB to the foundation. Digital Solutions for Nonprofits and Showcase for Nonprofits are supported entirely by company contributions. We budget funds for service maintenance, team operations, and administrative expenses.

To partner with Helping Hand, charities are subject to **special verification** in compliance with our [criteria](#). Requirements include adherence to the law, financial and information transparency, honest fees, and clear reports.



<sup>1</sup> Other methods include funds raised through charity events and individual donations on the foundation's website and direct donation platform. This figure does not include Yandex's contribution in 2024, totaling 192 million RUB (Yandex's donations to Helping Hand core programs and funds transferred from Yandex's budget for the foundation's administrative expenses). This figure also does not include Yandex's non-repayable transfers for other socially significant purposes, including to educational institutions and for conference and industry event expenses. In 2024, the amount of non-repayable transfers totaled 1.3 billion RUB.

<sup>2</sup> This figure refers to the funds budgeted for non-profit grants. The amount of grants provided as of year-end 2024 may be less than the budgeted amount.



## Rounding in Yandex Services

**Rounding** is a simple way to help those in need based on the philosophy of small but conscious and regular good deeds.

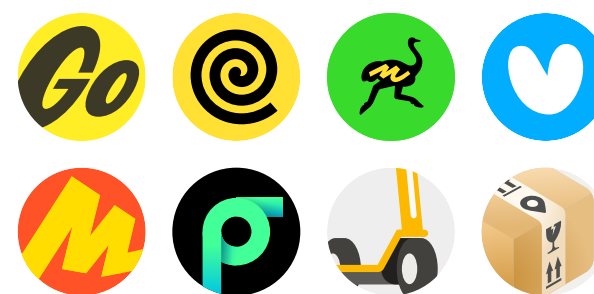
Users can set up rounding in Taxi, Scooters, Delivery, Eats, Market Delivery, Lavka, Market, and Fuel. When enabled, order prices are automatically rounded up to the nearest RUB 10, 50, 100, 200, 500, or 1,000 based on the user's preference. For example, an order of 343 RUB with the lowest level of rounding enabled would total 350 RUB. The extra amount is sent to Helping Hand partner charities as part of the Rides and Deliveries for Nonprofits and Goods for Nonprofits programs.

Small donations aren't a burden for users and help make charity as much a part of life as taxi rides, online shopping, and food delivery. When combined, even minor donations make it possible to systematically finance non-profit programs. In 2024, users with rounding enabled donated 434 million RUB to charity (66% more than in 2023). More than 1.3 million people use this feature, and the average rounding amount has increased from 8.34 to 10.56 RUB.



## 8 Yandex services

support rounding



### >1.3 MM

users have rounding enabled in Yandex services as of the end of 2024

>1 MM in 2023

### 434 RUB MM

donated through rounding in 2024

262 RUB M in 2023

### 10.56 RUB

average rounding amount in 2024

8.34 RUB in 2023

## Platform for Direct Donations

In 2024, we launched a **platform for direct donations** to offer more ways to support charity. Users can select a verified partner organization and make a one-time donation or schedule monthly contributions.

Today, the platform has **over 100 confirmed nonprofits** partnering with Helping Hand. People can search for organizations by name or use filters to choose nonprofits by region or type, such as assistance for children and adults with disabilities or families in need.





# Rides and Delivery for Nonprofits

**191** nonprofits

joined the foundation in 2024

137 nonprofits in 2023

**>520** K

free rides used by nonprofits in 2024<sup>1</sup>

>450 K in 2023

We provide **free rides** to charity beneficiaries who need assistance getting around the city. This program offers individuals more comfortable and convenient transportation to treatment and rehabilitation appointments, as well as rides to school or other necessary journeys.

Free rides are available for all Helping Hand partner charities in Russia where Yandex Go operates. In addition to basic passenger cars, the Minivan and Accessible service classes are available for groups of people or to request an adaptive minivan with a wheelchair lift and space for the wheelchair.<sup>2</sup>

In 2024, nonprofits completed over 520,000 free rides (14% more than in 2023), including 136,000 rides with children under 12. The number of charities receiving free rides has increased by 37% since last year. By the end of 2024, 188 organizations were benefiting from the program. Over the year, each nonprofit used an average of 2,900 trips – approximately 8 rides per day.

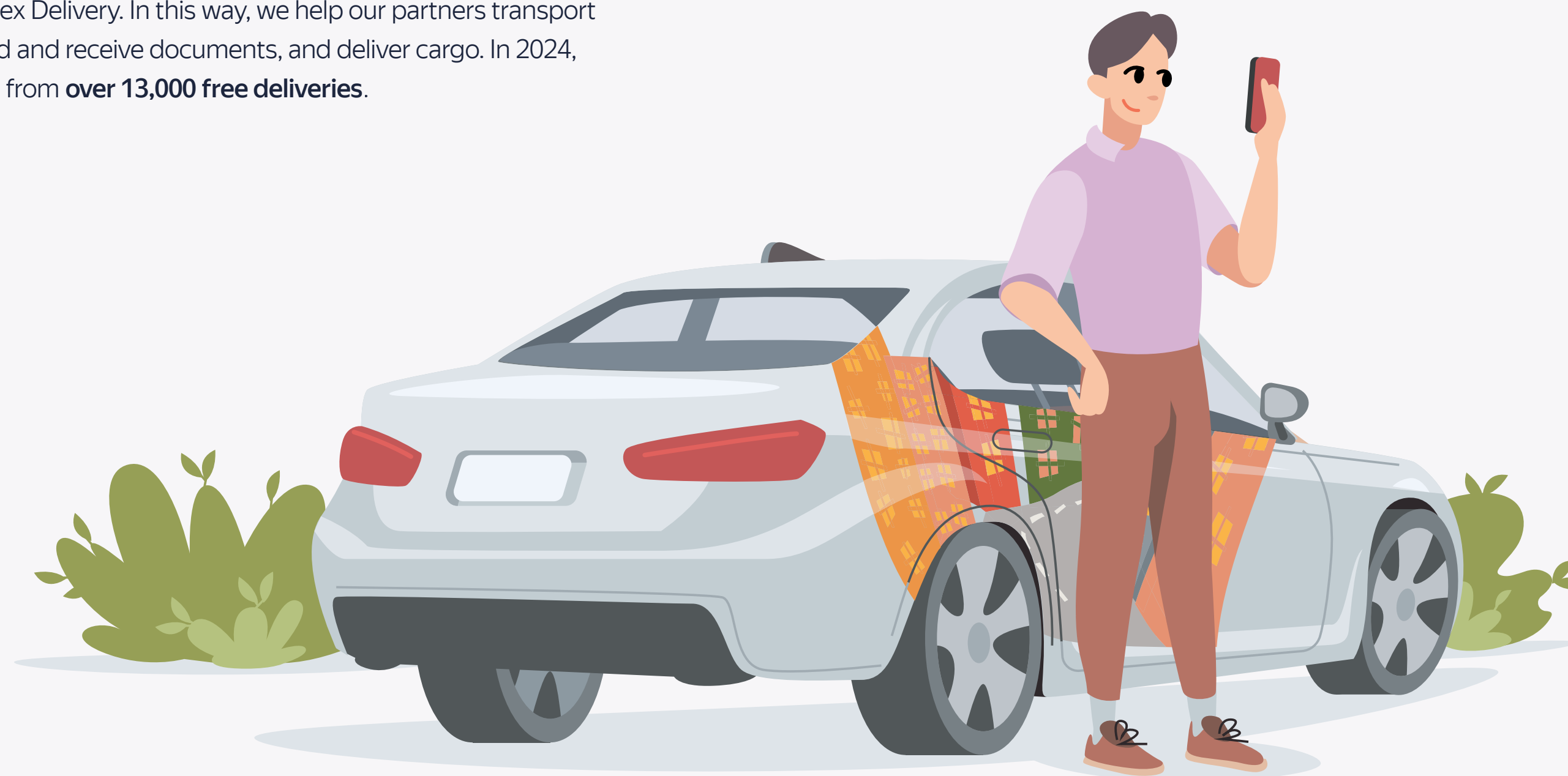
The Yandex Go partner drivers assigned to trips as part of the program have high ratings and access to additional training materials. For some service classes, training is mandatory to help drivers provide comfortable rides for passengers with disabilities. Yandex Go provides a dedicated support line to resolve issues quickly when requesting a ride or after it has already started. Drivers receive payment for the trip in full – the service does not charge a fee for rides in the program.

Partner charities can also order **free city-wide delivery** (including cargo transport) with Yandex Delivery. In this way, we help our partners transport essential goods, send and receive documents, and deliver cargo. In 2024, nonprofits benefited from **over 13,000 free deliveries**.

## Varied Perspectives

In 2024, we relaunched the **Varied Perspectives** art project in support of people with developmental disabilities. As part of the project, 127 Yandex Go partner cars, 200 Yandex scooters, and 100 Yandex Drive cars were branded with works by people receiving assistance through our partner charities. This year, the project took place across 4 cities, with Yekaterinburg and Nizhny Novgorod joining Moscow and St. Petersburg, and the number of participating organizations increasing from 6 to 11.

The Varied Perspectives website provides more information about the foundations and artists, allowing users to view their work in more detail and make donations. We doubled the individual donations from the site and distributed them among the participating organizations.



<sup>1</sup> Recipients of aid from nonprofits and their carers, and the employees of nonprofits.

<sup>2</sup> The Accessible service class is available to all users in Moscow and nearby neighborhoods in the Moscow Region.



## Goods for Nonprofits

**69** nonprofits

received assistance in 2024

48 nonprofits in 2023

**200** RUB MM

transferred to nonprofits for necessary purchases<sup>1</sup>

133 RUB MM in 2023

Yandex supports the **Goods for Nonprofits** program by allocating funds to purchase essential goods and support procurement processes, such as logistics and the storage of goods. This allows nonprofits to cover the basic needs of those receiving aid and devote more resources to ongoing projects.

In 2024, 202 nonprofits from cities across Russia applied to be part of the program, of which 69 were chosen by independent experts and the Helping Hand team. The selection process was based on criteria listed on the [program site](#), including the social significance of the organization's initiatives and how well their procurement process is organized.

The selected organizations will receive a donation between 1.2 and 6 million RUB based on the current needs of active projects. For example, the Peace in Every Home foundation provides assistance to child burn survivors, with funds received from the program used for goods and medicine for rehabilitation. Donations will be transferred in installments throughout the year.

## Showcase for Nonprofits

**40** nonprofits

published their products on Yandex Market in 2024

10 nonprofits in 2023

**3.4** RUB MM

earned from the sale of their products

800 RUB K in 2023

The Showcase for Nonprofits program lets organizations publish their products on Yandex Market on preferential terms. This helps nonprofits **earn additional revenue for charitable initiatives** while providing customers the chance to support good causes.

Over 500 different products from partner charities are currently available on Yandex Market, including toys, clothes, accessories, tableware, and other household goods. The project began with 10 nonprofit partners and has since expanded to 40 organizations from 13 regions around the country, from the Smolensk Region to Khabarovsk Krai.

In 2024, Yandex Market users placed 3.8 thousand orders for goods from nonprofits, totaling over 3.4 million RUB used to further develop charitable projects.



<sup>1</sup> The contest is held in the summer, and the annual contribution cycle begins in Q3.



## Digital Solutions for Nonprofits

**375** nonprofits

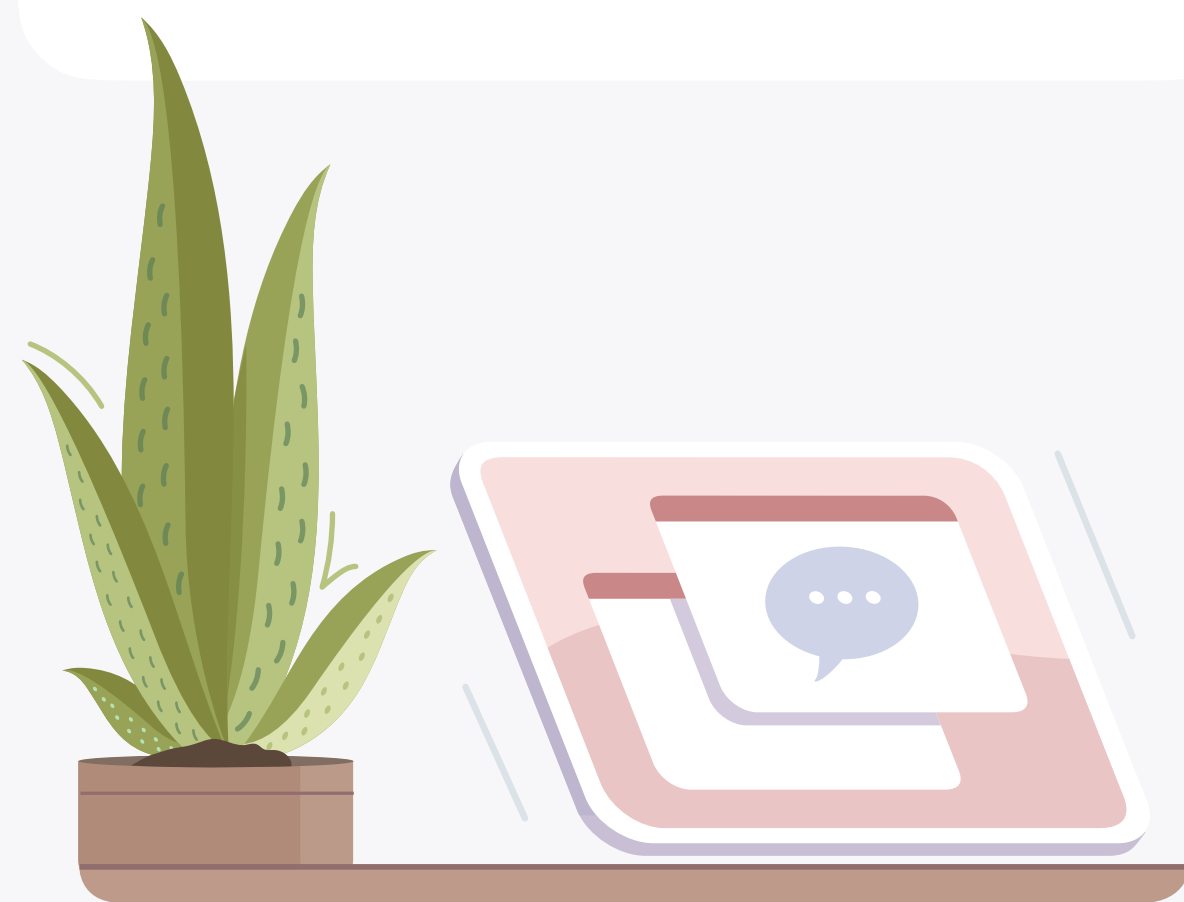
used Yandex for Business services in 2024

[330 nonprofits in 2023](#)

**402** nonprofits

received grants from Yandex for social advertising in 2024

[346 nonprofits in 2023](#)



To help nonprofits handle projects more efficiently and effectively, we provide them with **free access to Yandex for Business services**: Yandex Cloud and the Yandex 360 virtual office. These solutions include corporate mail, calendar, cloud storage, document editing, and communication services.

Nonprofits receiving a Yandex Cloud grant also have access to YandexGPT in cloud platform services. This AI can help analyze and organize requests from people seeking assistance, write and edit text, create chatbots, and perform other tasks. In 2024, we also provided nonprofits with access to YandexART to generate images and help save time and money when creating visual content.

We also provide nonprofits the opportunity to receive **grants for placing social advertising** in Yandex Direct.<sup>1</sup> Social advertising is an important tool for attracting attention to social problems and highlighting the availability of assistance from nonprofit organizations. It's also an excellent way for nonprofits to get the word out about their projects, expand their audience, and increase donations.

In 2024, nonprofits launched more than 6.3 thousand advertising campaigns in Yandex Direct, and their ads were shown on Yandex Advertising Network platforms more than 4 billion times, with 32 million clicks.

Many charities also require training, as their employees may lack experience working with advertising tools or Yandex Direct. For this reason, we offer training workshops to help our partners set up advertising correctly, and provide free access to an in-depth **social advertising course** in Yandex Practicum. In 2024, we held an intensive course on social advertising for nonprofits in our Moscow office and an educational event at the Moscow Committee for Public Relations and Youth Policy as part of the Sreda Svoih project.

<sup>1</sup> Please refer to Yandex's [ad placement rules for nonprofits](#) to learn about social advertising and ad placement criteria for nonprofits in Yandex Direct. The results of these placements are disclosed in a [special report](#) providing information on all nonprofit ads placed by Yandex, including those created by social ad operators and placed in accordance with the Law on Advertising, as well as ads launched as part of the Helping Hand Foundation's grant program and those paid for by advertisers.

<sup>2</sup> Learn more about inclusive employment at Yandex in the [Yandex Employees](#) section.

## Support for Non-Profit Employment Programs

At Yandex, professional success is determined by a person's knowledge and skills alone. We apply this principle in our own practice and strive to share our experience of inclusive employment to inspire others to create a barrier-free work environment.<sup>2</sup>

In 2024, Helping Hand partner organizations that help those in need find jobs joined the Yandex pilot project to support non-profit employment programs. Throughout 2025, we'll provide funding and expert support to develop these programs further.

The first participants were **six nonprofits from different regions of Russia**: the "ORBI" and "Deistvuy!" federal foundations, the "Breaking Barriers" charitable organization from Bashkortostan, the "Invatour" and "Sozvezdie" NGOs from Nizhny Novgorod, and "Healthy People" from the Sverdlovsk Region.





## Support for Non-Profit Employment Programs

Experts from the Perspektiva Regional Society of Disabled People – a leading organization for the development of inclusive employment in Russia – selected the participants. The selection criteria included the transparency of activities and information, systematic assistance to people with disabilities seeking work, and a detailed plan for the further development of employment programs. The team from Perspektiva and Yandex also provide nonprofits with consulting support at all stages of the employment process, from selecting vacancies to assistance interacting with employers.

Nonprofits use funds from the project to develop employment programs, including to pay the employees involved in the programs, hold job fairs and career guidance meetings, and prepare information materials on inclusive employment.

## Help in Emergencies

In the event of emergencies, we provide specialized nonprofits and volunteer organizations access to our services and infrastructure. They have the experience and skills people need, and we help them work faster and more efficiently.

In the summer of 2024, we launched our [support program in the Kursk Region](#) to provide additional assistance to three partner nonprofits working with victims in the region: Starost v Radost, Rus Food Bank, and Mercy. The Helping Hand foundation website featured a special section where users could make donations, and Yandex doubled all contributions. The Starost v Radost foundation purchased essential goods for the elderly in temporary shelters, including blankets, beds, and hygiene products. The Rus Food Bank also provided victims with food and essential goods, and the Mercy assistance service helped with goods, medicine, and household items.

Yandex also compensated users who requested rides to escape dangerous areas. The money spent on these trips in Yandex Go was refunded within three days by card, and users who paid in cash received a promotional code, while drivers retained their earnings in full.

Yandex Market introduced other support measures for partners in the Kursk Region. If a partner chose to close an order pickup point for seven days to two months, Yandex Market compensated their rental costs. The decision to temporarily close was made by partners individually.

At the end of the year, we allocated 15 million RUB to **support volunteers working to clean up the 2024 Black Sea oil spill**. Our services helped local and travelling volunteers with everyday necessities such as food, transportation, and accommodation using special promotional codes that could be applied when ordering.

Yandex Travel helped volunteers from other cities find places to stay in hotels, guest houses, and apartments in and around Anapa. In Yandex Eats, volunteers could order food from restaurants, groceries from stores, and medicine from pharmacies. Yandex Go also enabled people to travel to the coast and back, and organize deliveries around the city, for example, to deliver necessary equipment.





# Investing in People and Business Environment

## Yandex Employees 39

The Yandex Team in Numbers	39
Developing Young Talent	42
Equal Opportunities	44
Health and Well-Being	47
Training and Development	49

## Education for All 50

For School Students and Teachers	51
For Undergraduates, Graduates, and Academic Institutions	53
Yandex Practicum	56

## Yandex Service Partners 58

Driver & Courier Support	58
Accessibility for Contractors with Health Conditions	62
Support for Contractors in Other Services	63
Opportunities for Business Partners	64



# Yandex Employees



Every day, tens of thousands of talented people work to keep Yandex solutions technologically advanced, easy to use, and reliable for users. We foster a comfortable work environment where every employee can grow professionally, bring their ideas to life, and prioritize their health and well-being. Our principles of openness, trust, and mutual support help everyone feel like part of the same team, where they can be themselves, learn, and try new things.

## Awards and ratings in 2024

Forbes Platinum Employer Status



Best IT Employer, HH.ru



Best Employer (student rating), FutureToday



Best Company to Start a Career in IT, Challengelenge



## The Yandex Team in Numbers

GRI 2-7

GRI 401-1

CG-EC-330a.2

MED 33

### 29 K core employees

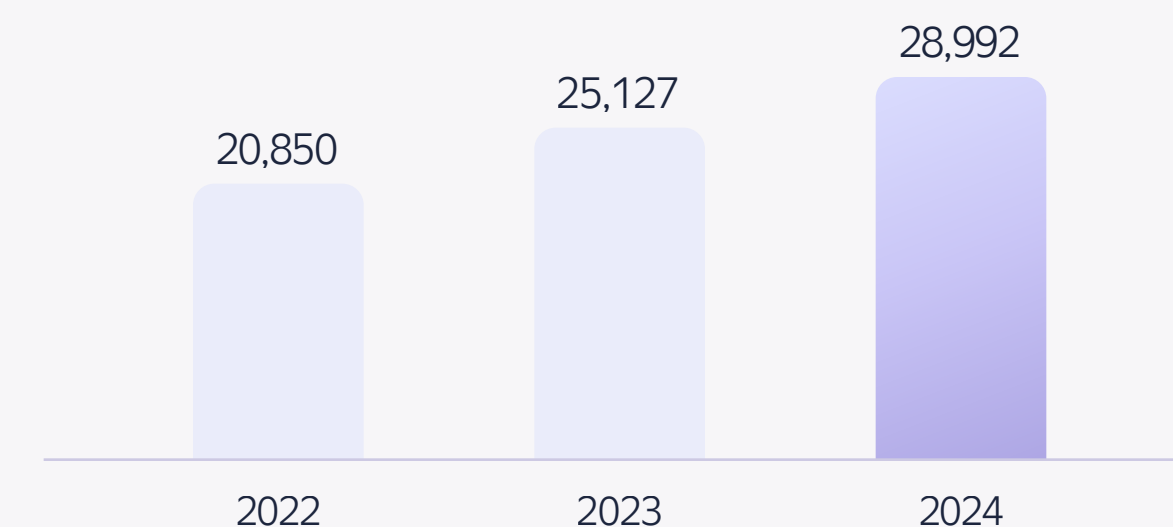
at the end of 2024<sup>1</sup>

35.2 K unique employees during the year

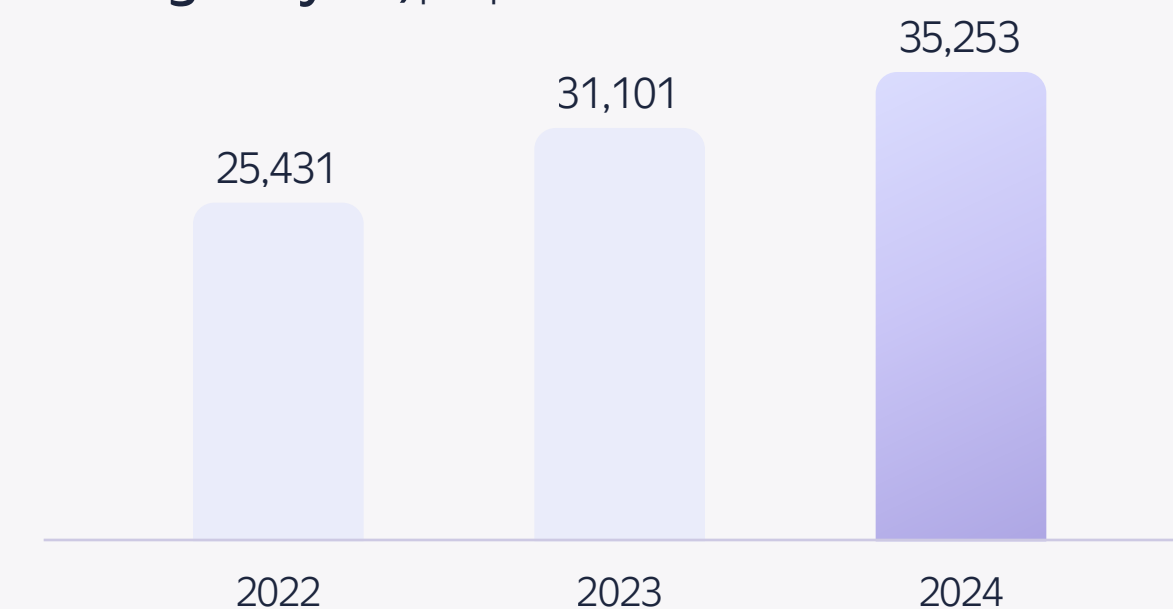
### 31 years old

average employee age

Number of core employees at the end of the year, people



Number of core employees during the year, people<sup>2</sup>



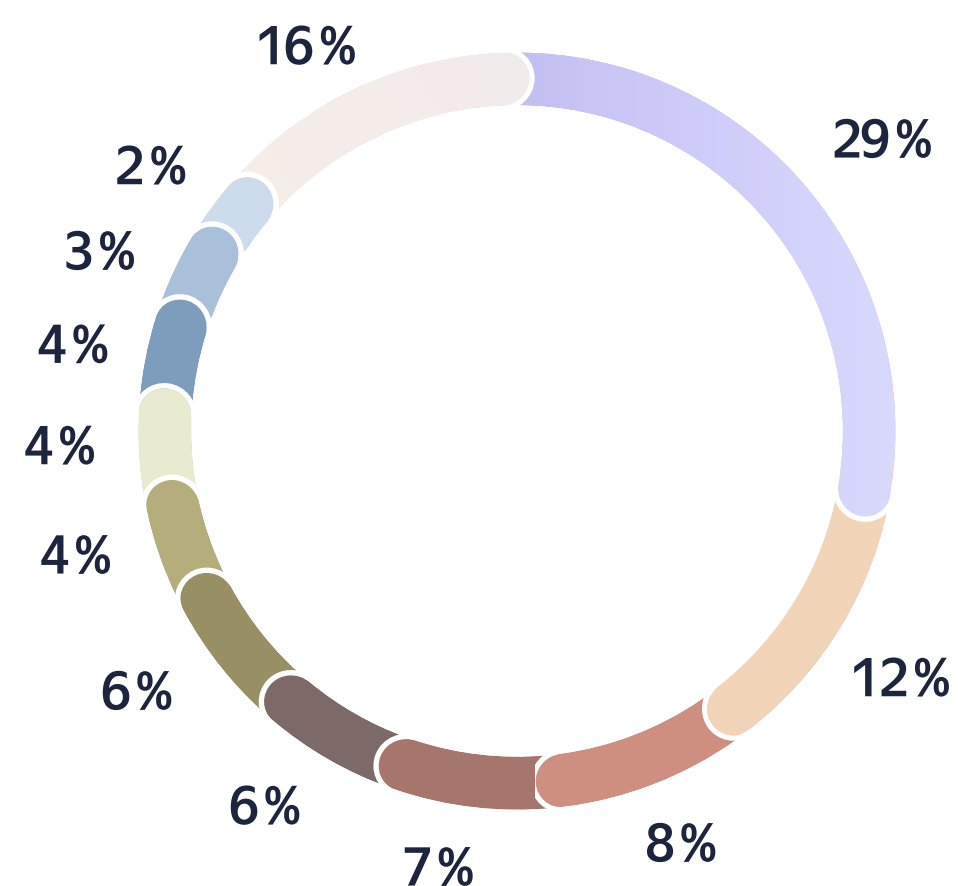
<sup>1</sup> Total employees, including support functions, at the end of 2024: 96 K.

<sup>2</sup> Number of unique employees who worked for the company during the reporting period.



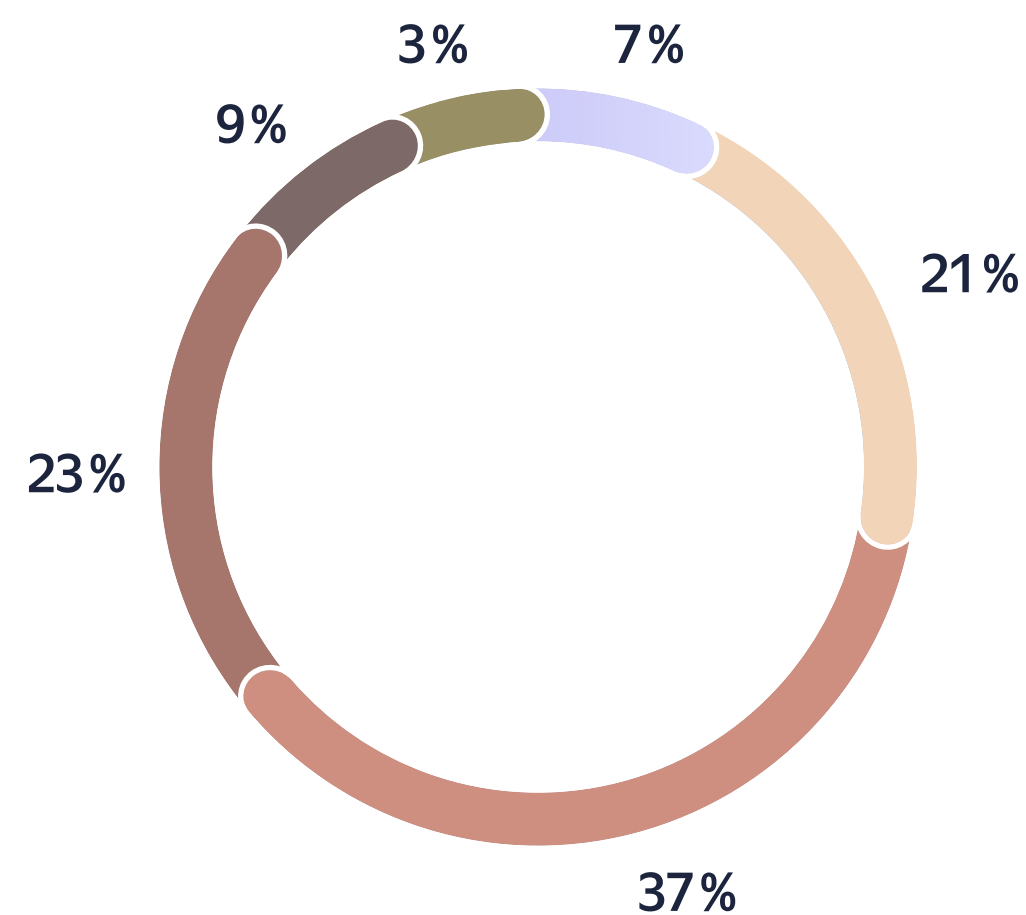
# The Yandex Team in Numbers

Employee distribution in 2024 by business unit



- Search Portal
- Fintech
- Yandex Market
- Delivery
- Foodtech
- Yandex Education and Practicum
- Ridetech
- Yandex Plus and Funtech
- Yandex Cloud and Yandex 360
- Alice, Smart Devices and Self-Driving Group
- Backoffice
- Classifieds

Average employee tenure at Yandex



- Under 3 months
- 3-5 years
- From 3 months to 1 year
- 6-10 years
- 1-2 years
- Over 10 years



Detailed employee metrics are available in the [appendix to the report](#), and we discuss the gender composition of our teams in the [Women in Our Workforce](#) section.

At the end of 2024, the company had 28,992 core employees, 15% more than at the end of 2023.<sup>1</sup> In total, 35,253 people worked in the core team throughout the year,<sup>2</sup> with women accounting for more than a third of employees (37%).

Our largest team worked in Search Portal (29%), with other major areas including general departments (16%), Yandex Market (12%), Foodtech (8%), and Ridetech (7%).

More than a third of Yandex employees have been with the company for 3+ years, and over 1,200 people celebrated 10+ years in 2024.

The total employee turnover rate in 2024 was 21.4%. The undesirable turnover rate, which includes the company's most valuable specialists, was 7.7% in 2024.

As in the previous reporting period, the majority of Yandex employees had permanent employment contracts (98%), while the remaining 2% were project employees engaged for a specific undertaking. The proportion of full-time and part-time employees has remained stable over several years (99% and 1%, respectively). Those who cannot work full time can usually negotiate with their manager to work flexible hours or switch temporarily to part-time employment.

<sup>1</sup> Total employees, including support functions, at the end of 2024: 96 K.

<sup>2</sup> Number of unique employees who worked for the company during the reporting period.



# The Yandex Team in Numbers

## Team Engagement

TC-IM-330a.2

CG-EC-330a.1

TC-SI-330a.2

According to the annual engagement survey,<sup>1</sup> the majority of employees (94%) enjoy working at Yandex, and 95% of respondents agreed that Yandex cares about its employees, which means that the measures we offer to support our employees meet their needs.

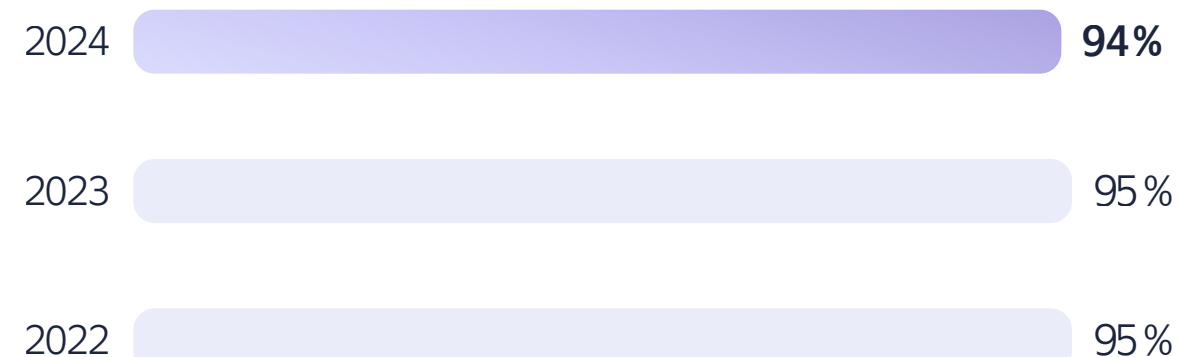
The top three employee values remain unchanged: interesting and challenging tasks, working with professionals, and employment in a stable company.

A total of 84% of employees noted that it's important to them that Yandex benefits society. We also noted that 36% of respondents said that their teams regularly discuss how the product they work on could help address social or environmental challenges. In total, more than 13,000 people took part in the survey.

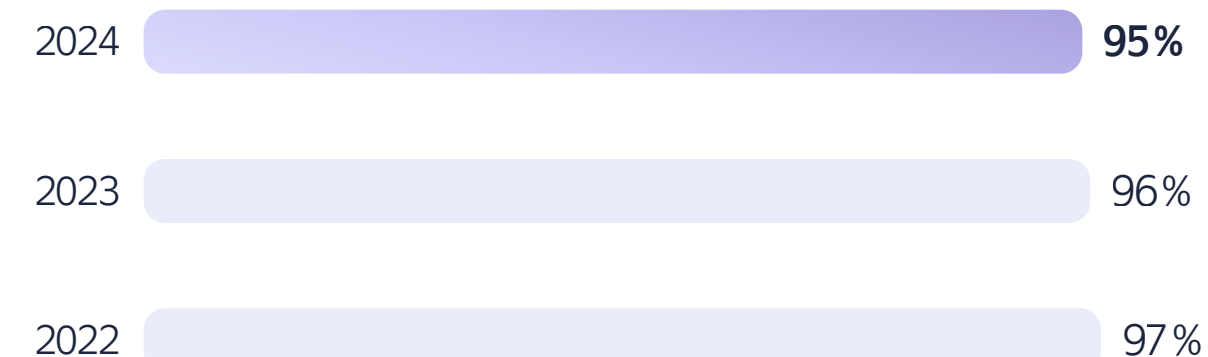
<sup>1</sup> We conduct an annual engagement survey to determine overall employee job satisfaction, alignment with our mission, the basic needs of our teams, and whether Yandex is doing enough to meet those needs. The engagement survey consists of over ten questions. For the purposes of this report, the chart displays the results of only a sample of these questions.

### Percentage of affirmative responses to key questions

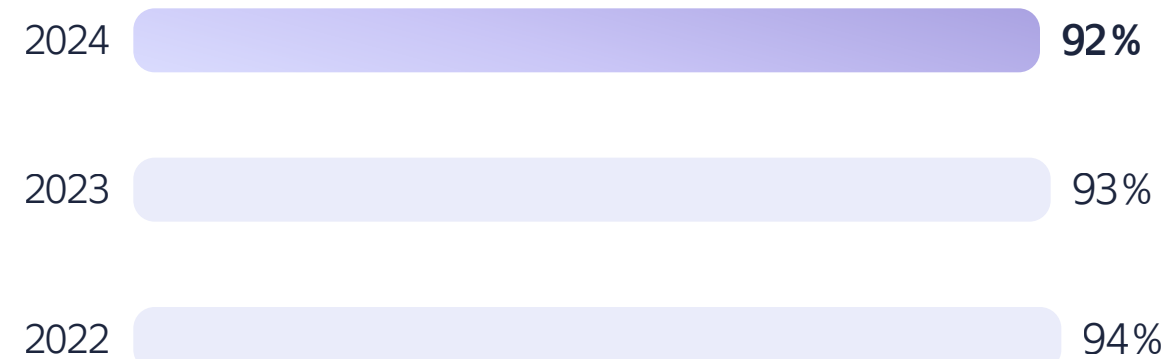
“I enjoy working with Yandex”



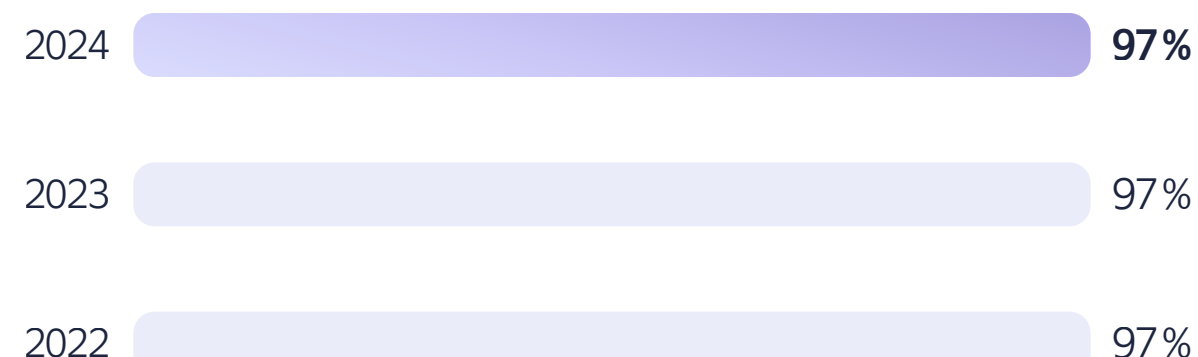
“Yandex cares about its employees”



“I have a great team”



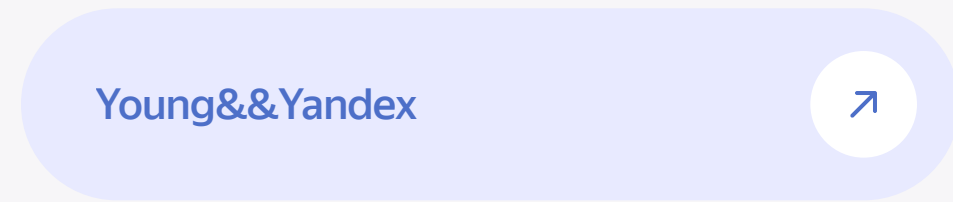
“I believe that Yandex develops great products that are helpful for users”





# Developing Young Talent

Every year, we open the doors for thousands of aspiring professionals to help them gauge their talent in IT, develop their skills, and start a career at Yandex. Our internships, educational projects, and other career opportunities for young talent are carried out as part of the [Young&&Yandex program](#).



## Internships

# 2,339 new interns

in 2024, around **22%** female

# 54%

of interns were promoted to full-time positions and continued working at Yandex in 2024

# 32%

of current developers were once Yandex interns

# 1 in 6

senior developers started their career at Yandex as an intern

Interns are involved in almost all of Yandex's services and engage in real aspects of our business, from the development of AI to working on industrial robots and autonomous vehicles.

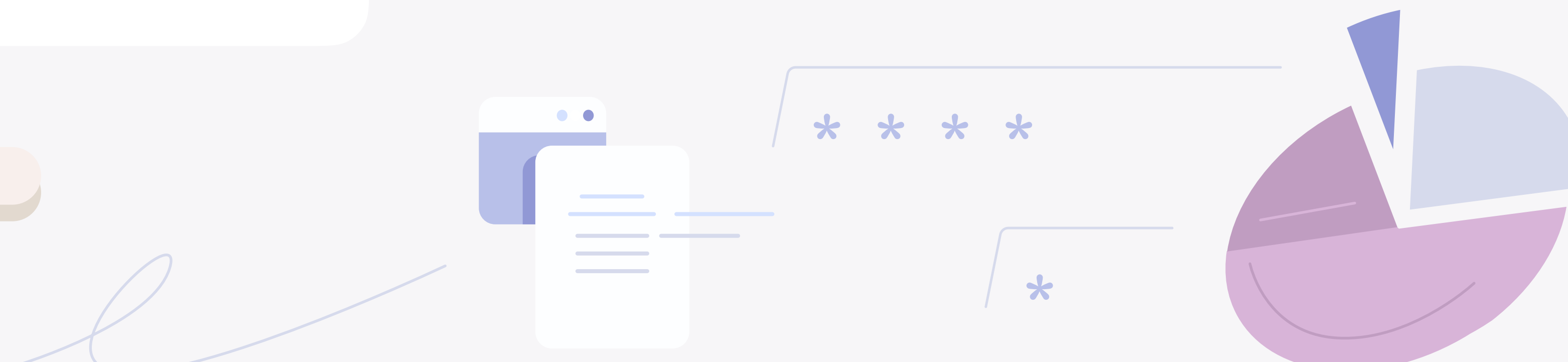
Internships are mostly focused on front-end and back-end development, machine learning, analytics, and mobile development, which account for about 80% of all interns. Students in non-tech fields also help our Finance, Marketing and PR, Product and Project Management, HR, Procurement, and Legal teams.

**Internships are paid, held in different cities, and available to students with disabilities**, with Yandex's inclusion team adapting work conditions to meet specific needs. If a student passes the selection process but there's no office or suitable vacancies in their region, they can travel to the capital and live at the company's expense.

Every intern is assigned a mentor to help them integrate into the Yandex team and successfully complete their internship. To help interns adapt, we hold student festivals, online lectures, bootcamps, and other events.

Throughout the program's history, we've hired more than 10,500 interns, 40% of whom still work at Yandex today. Every sixth senior developer began their career at Yandex with an internship at the company.

In 2024, we also increased our focus on supporting intern mentors and supervisors to improve the overall internship experience. For example, we created a bot that provides all the important information about specific interns and internships in one click. We also held our first Mentor Day event to show gratitude to all our mentors for their contributions.





# Developing Young Talent

## Summer Schools

Every year, we hold free, short-term **Summer School** educational programs for beginner developers, analysts, and experienced managers looking to grow in the IT industry.

Participants work on real tasks in development, analytics, and project and product management, and attend lectures and workshops led by Yandex experts. Most Summer School programs are held in two stages: online lectures and classes, followed by practical training in Yandex offices.

In 2024, we invited the top Summer School performers to complete the second stage in our new Laboratory program, including part-time employment at Yandex on a fixed-term contract. The Laboratory program helps immerse students further in the company and their projects. In 2024, we also held the KIT School for the first time to teach about DevOps and SRE technology, system administration, information security, and network engineering.

Summer School programs also include the **Open Lecture Course**, a series of lectures on development, analytics, IT management, and soft skills from Yandex experts, developers, and department heads. In 2024, 10,000 people attended lectures.

**80** Summer Schools

completed since the start of the project in 2011

**4K**

Summer School graduates since the start of the project

**50%**

of graduates become Yandex interns or employees

**218**

Summer School graduates from the 2024 class were hired as Yandex employees or interns

## Young Con

Yandex held the free **Young Con** career festival, aimed at students and young professionals interested in technology and a job in IT. Attendees learned about our teams and technologies, and beginner developers, analysts, and testers had the chance to participate in a trial interview.

Yandex services were presented in nine separate zones, where festival guests could interact, learn about Yandex solutions, and meet the people who make them. Yandex experts served as guides through these nine “worlds”, answering questions from participants, explaining how different technologies work, and sharing practical advice on how to start and build a career in IT.

**5 K people**

attended the Young Con career festival

## CodeRun

The Young Con festival was also a chance for us to present the online **CodeRun** simulator, which offers a catalog of tasks for developers and analysts, curated by Yandex developers and invited experts. CodeRun tests users knowledge and helps them learn more, prepare for technical interviews, and compete in solving problems.

CodeRun users can also take part in seasonal competitions over the span of several months, where participants can earn points for solving problems. Each season has new challenges and timed tasks that award extra points. At the end of the season, top participants get certificates, merch, and other prizes, as well as an invitation to the awards ceremony at the Yandex office.

Over 293,000 people used CodeRun in 2024, and nearly 15,000 tested their skills in the seasonal competition.

**293K**

CodeRun users



# Equal Opportunities

Our team consists of like-minded people with very different backgrounds, ages, nationalities, views, and preferences. We are also from different cities and regions. However, it is important to us that everyone receives equal opportunities to grow and contribute their talents.

## Uniform hiring procedures

We use a uniform procedure for assessing all applicants for a specific role, and apply pre-approved criteria specifically developed for the position. The final offer is made to whoever has the best results in the fair competition. Decisions aren't affected in any way by gender, age, nationality, place of birth, sexual orientation, religious views, or anything else unrelated to a candidate's professional qualities. This is a universal rule at Yandex for all processes involving employees.

GRI 404-3

## Transparent ratings

All Yandex employees undergo performance reviews every six months. We use a clear assessment framework and transparently explain how a particular review outcome can impact an employee's income, such as the share of monthly salary to be paid as a bonus.

## Extensive onboarding program

All new employees complete a three-month program to get to know Yandex, our corporate culture, and other team members. The program is adapted to each role, including separate versions for new managers and technical specialists. Every new employee is also assigned a buddy – an experienced teammate who shares work tips, introduces them to office life, and helps them get into the Yandex working rhythm.

We also assist newcomers from other regions moving to cities in Russia where Yandex has offices. We cover relocation expenses and provide support in settling into their new lives during the initial months.

## Opportunities for innovation and knowledge sharing

We encourage employees to pursue continuous learning, develop their professional skills, and experiment. We offer targeted programs to assist employees in exploring new products or projects, changing their career track, and gaining and sharing experience with other Yandex team members. For more details, see the [Employee Training and Development](#) section.

## Compliance with ethical standards

The Yandex work environment is based on everyday norms of mutual respect, equality of opinions, honesty, and openness. All employees are required to read our [Rules of Business Ethics](#), and our annual trainings cover how to act in all kinds of situations, from conflicts of interest to cases of discrimination. More information about our ethical standards is discussed in the [Business Ethics and Anti-Corruption](#) chapter, and training statistics are provided in the [appendix](#) of this report.



## Career development

One of our priority tasks is career development support for employees. Yandex has an internal service called Space, created specifically for employees interested in trying a new project or exploring a different business unit. Space helps employees find vacancies in the company and respond to them, start the rotation process, and monitor their status. The service also has career guides available to discuss growth strategies in an employee's current role and the risks and benefits of transitioning to another team.



## Women in Yandex

GRI 405-1

GRI 405-2

TC-IM-330a.3

CG-EC-330a.3

TC-SI-330a.3

SV-ME-260a.1

MED 44

# 37%

of our employees are women  
36% in 2023

# 34%

of all managers are women  
33% in 2023

# 35%

of CEO-1 and CEO-2 level managers are women  
31% in 2023

# 23.6%

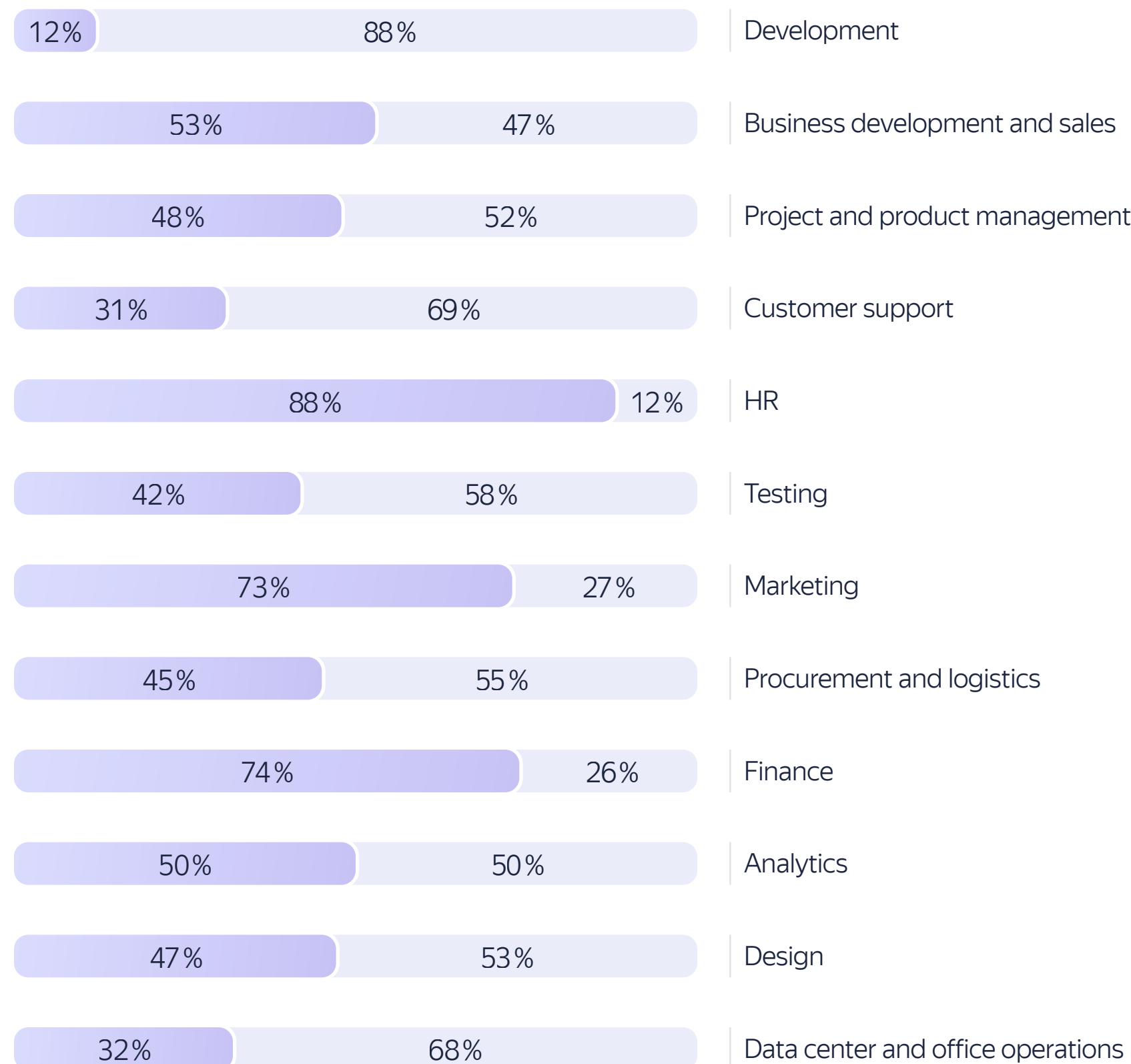
of employees in STEM roles are women<sup>1</sup>  
22.2% in 2023



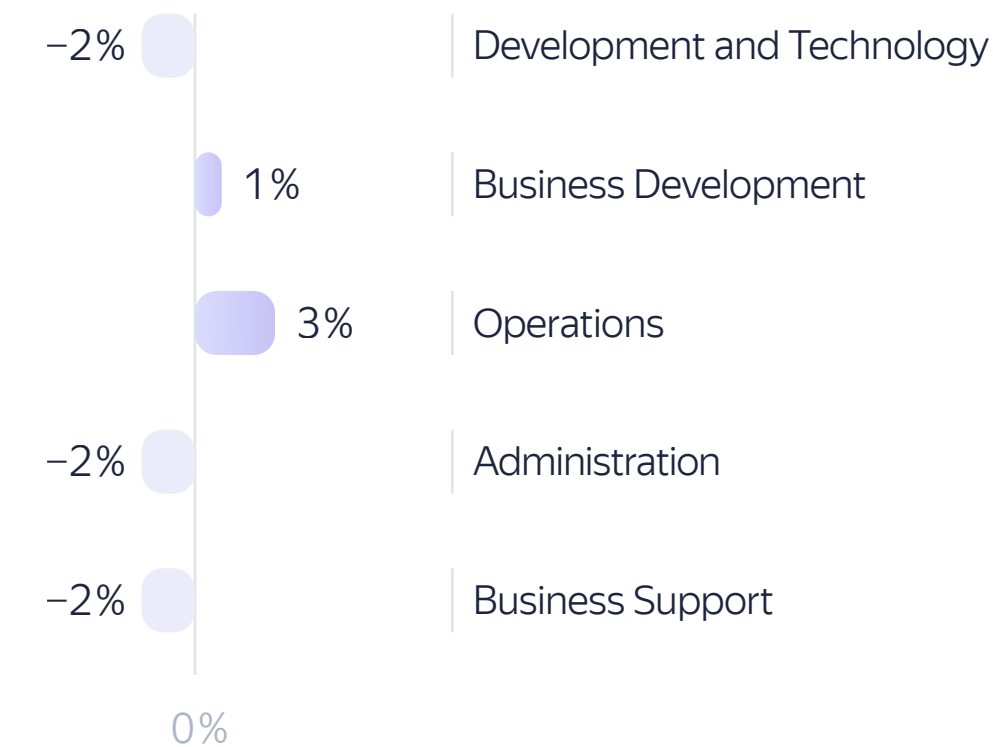
<sup>1</sup> These include developers, test engineers, data analysts, web designers, product managers, and certain other technical professions and related roles.

### Representation of women in different professions

● Women ● Men



### Average monthly pay of women relative to average monthly pay of men by professional field



This chart shows the gender pay gap calculated on a cross-section of employees as of December 31, 2024, working full time in Moscow at all job levels, except top managers. Categories include development and technology (development, technical analytics, testing, and product management), business support (marketing, design, and editorial), operations (logistics and technical support), business development (sales and customer support), and administration (finance, property, and facilities, compliance, etc.).



## Women in Yandex

According to the UNESCO Institute for Statistics, women accounted on average for only 35% of university graduates in STEM fields worldwide between 2018 and 2023.<sup>1</sup> This translates into a significant loss of talent that could potentially enrich the tech industry with a diversity of new ideas.

We continue to develop free IT educational programs that are equally accessible to all genders. We consider this a long-term investment to gradually reduce the gender gap among technical university graduates transitioning into the workforce. For more about our educational projects, check out the [Education for All](#) chapter.

In 2024, 37% of Yandex employees were women, which is in line with other large technology companies. The share of female managers was 34% (33% in 2023), and the proportion of women among senior managers was 35% (31% in 2023).

The share of women in STEM roles was 23.6% (22.2% in 2023), which is also in line with the industry norm. According to market research,<sup>2</sup> the share of women among STEM specialists worldwide in 2024 did not exceed 30%.

The salary for new employees is determined solely based on an assessment of the candidate's professional skills and competitive remuneration on the market. In 2024, the gender pay gap across professional categories did not exceed 3%.

### Women in IT: Research

In 2024, Yandex Education and the Higher School of Economics conducted a study about how family, stereotypes, and specialized education influence women's careers. The survey involved 415 women in various IT fields: data development and analysis, AI, project and product management, infrastructure, DevOps, information security, and technical support. The majority of respondents were between the ages of 25 and 44.

The results revealed what influenced their career choices, who was most likely to hold managerial positions, and what challenges they faced.

Women in IT were found to have **similar educational experience**. More than half of respondents (58%) studied in specialized groups in high school (61% in groups with a focus on IT, physics, and mathematics), and two-thirds (66%) were enrolled in clubs and participated in extracurricular activities and Olympiads. The study also highlighted the **relationship between extracurricular educational activities in high school and career advancement**: 82% of women in leadership positions in the IT sector had attended extracurricular classes as children. In comparison, this figure is 64% among women in lower positions.

The full research report is available [here](#).

## Inclusive Employment

GRI 405-1

MED 25

We believe that the only limitations in life come from our surroundings. That's why Yandex strives to create conditions where people with disabilities can thrive in various positions.

In 2024, Yandex employed more than 1,000 people with disabilities, from warehouse supervisors to developers.

For example, at **Yandex Market warehouses**, employees who are hard of hearing work as storekeepers and supervisors. To help them succeed, we improved safety at their workplaces, assisted with Russian Sign Language during the hiring and onboarding process, adapted training materials, and created a guide for other employees on how to communicate with deaf colleagues.

With **Yandex Crowd**, recruiters and data labelers with visual impairments are able to work remotely using specially adapted internal digital services and task templates. Blind and visually impaired employees in the Inclusion team also serve as mentors for new employees.

**In our offices**, we have adapted common areas and workspaces to accommodate different needs. For example, all offices where wheelchair users work are equipped with ramps, accessible restrooms and meeting rooms, and adjustable tables. For our blind and visually impaired employees, all information at coffee points and in restrooms is available in Braille, and there's a special button for assistance.

<sup>1</sup> [Global Education Monitoring Report: Gender report – Technology on her terms](#), UNESCO, 2024.

<sup>2</sup> [Women in STEM Worldwide: 2024 Progress Report and Future Outlook](#).



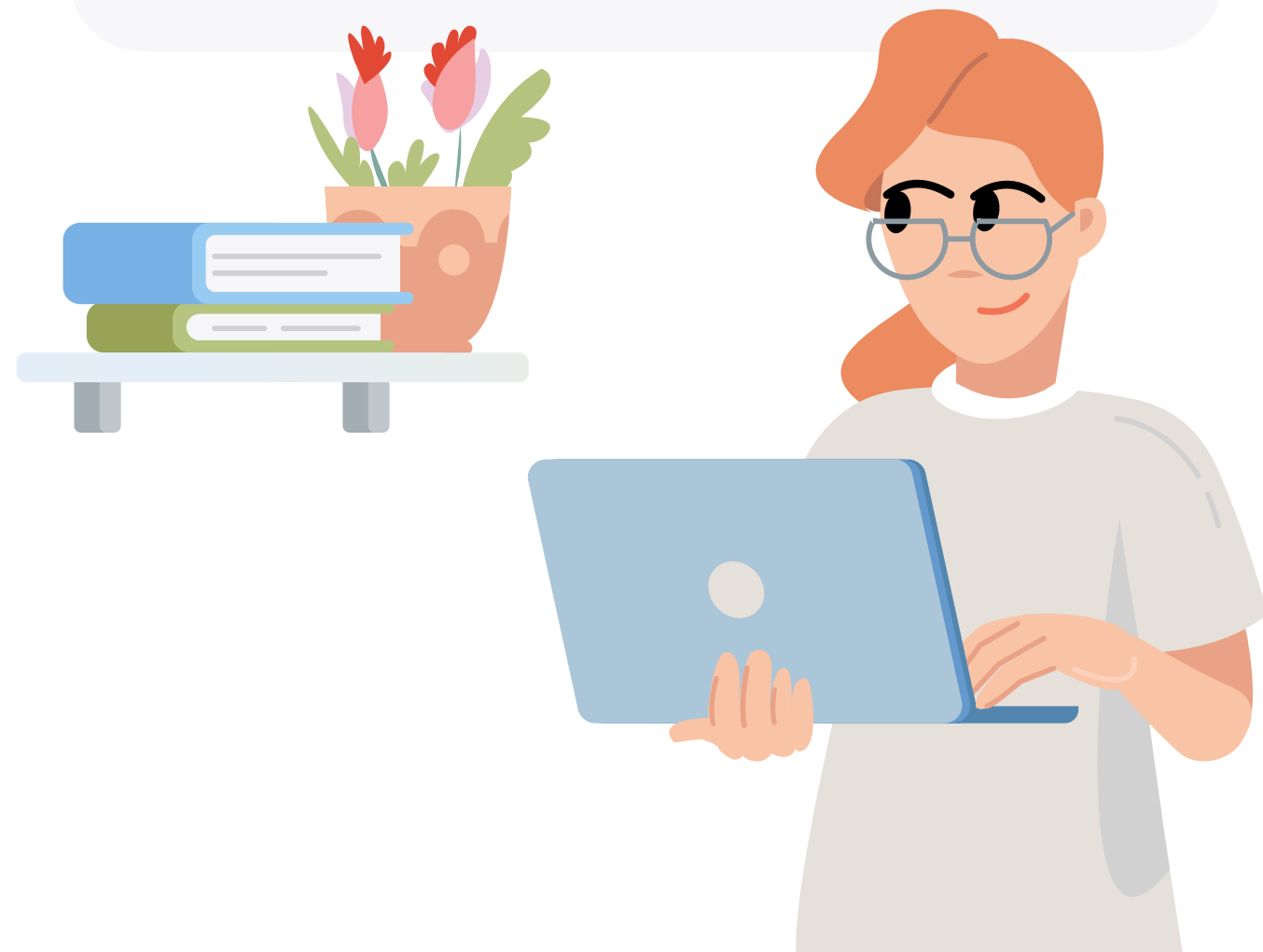
## Inclusive Employment

We have also launched a **course on inclusivity and accessibility**, available as a recommended part of the onboarding program for all Yandex employees in Russia. In addition, our **events for employees and their families** are now more accessible than ever for kids with developmental disabilities. For example, at a holiday party for our employees' children, we organized a special program for neurodivergent kids that was calmer and quieter, so children and their parents could feel more comfortable.

Read more about how we adapt Yandex services for people with disabilities in the [Inclusivity](#) section. You can also learn more about how we make our services accessible to drivers, couriers, and other contractors with disabilities in the [Yandex service partners](#) chapter.

>1k

people with disabilities work at Yandex  
the number of employees who reported having a disability to Yandex



## Health and Well-Being

### Safe Working Conditions

GRI 403-9

Yandex maintains safe work conditions, especially where employees are engaged in physical processes. For example, at **Yandex Market's logistics facilities**, employees undergo mandatory training on work safety, complete a full First Aid School course, and receive all required personal protective equipment. The facilities are also audited internally every quarter.

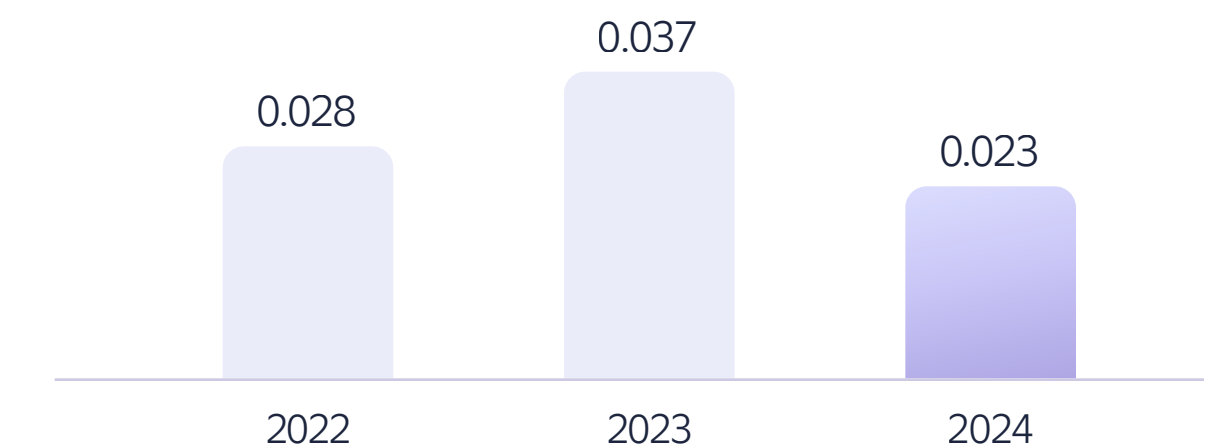
All new employees complete mandatory training in occupational safety and health, and a refresher course is held every three years. We closely monitor and investigate all workplace incidents using a special monitoring system that allows us to analyze safety metrics for different types of work, such as when using loading and unloading equipment. The system also records when employees use a first aid kit, as this may indicate microtrauma. These tools provide the information we need about different types of risks so we can respond to them in a timely manner.

We implement a range of in-house technologies to avoid dangerous processes and improve efficiency. For example, the automated Yandex Market warehouse in Sofino is staffed by our proprietary robots, who handle tasks requiring serious physical labor. The Dilectus tote-to-person robot removes heavy boxes from shelves and delivers them to the order assembly area. The Motus robot transports goods, and the Spectro inventory robot scans products on shelves up to 12 meters high.

<sup>1</sup> LTIFR is presented per 1 million man-hours worked.

In the **Autonomous Driving Department**, beyond compliance with legal requirements (for example, conducting medical examinations and training, and providing employees with personal protective equipment and first aid kits), we also adhere to a risk-oriented approach and regularly conduct occupational safety audits in collaboration with the heads of structural divisions. In doing so, we create a safe work environment where potential hazards are regularly identified and eliminated, the proper level of lighting is provided, and ventilation systems and other collective protective equipment operate correctly. Test drivers are subject to thorough theoretical and practical training with instructors at a remote testing site. To improve the process of daily pre-trip examinations, we also equipped a special area with a telemedicine system.

### Lost time injury frequency rate (LTIFR)<sup>1</sup>



There were no fatal accidents at Yandex between 2020 and 2024. Detailed injury statistics are available in the [appendix](#).



## Benefits

GRI 401-2

GRI 403-3

GRI 403-6

Yandex offers a **variety of employee benefits**, from private medical insurance, travel insurance, co-funded medical insurance for relatives and mental health support, to home buying assistance (preferential loans at no interest rate or at a lower-than-market interest rate, depending on the loan amount), free sports activities, office food allowances, and discounts at partner stores.

In 2024, we continued to develop our **preventive healthcare** to catch problems before they turn serious. Employees can receive comprehensive checkups developed by a team of experts specifically for Yandex, including general preventive checkups with advanced diagnostics, athletic checkups, pregnancy planning appointments, and post-childbirth care. The program also includes appointments with sleep specialists, allergists, trichologists, immunologists, and other specialists.

To **support mental health**, Yandex employees can work with psychotherapists in our offices, at clinics covered by our private medical insurance, and at third-party clinics (with compensation for a certain number of sessions). Mental health support is also available online, including family counseling.

We make sure our employees have access to a **varied diet**. Office dining options include healthy dishes, and vending machines and coffee points offer vegetables, fruit, nuts, cereals, and herbal teas.

Employees also benefit from **athletic opportunities**, including compensation for training and participation in competitions, free sports uniforms and functional training in offices, running and yoga classes, training classes for employee football, volleyball, basketball, and other sports teams, and discounts and special offers in fitness clubs, swimming pools, and yoga and dance studios. Most of our larger offices also have gyms and designated areas with treadmills or exercise bikes to help employees stay active during the work day.

More detailed statistics on social benefits for employees are available in the [appendix](#).



# 89%

of insured employees and family members used private medical insurance at least once in 2024

# 12,516

checkups under the voluntary health insurance program in 2024

# 12,161

family members insured under the co-funded private medical insurance program

# 5,854

employees participated in at least one fitness training or sports activity

# 1,695

employees competed in sporting events across 28 different sports

These results apply to employees working in Russia.

## Peer-to-Peer Connections

Yandex organizes various events for employees and their loved ones, and supports the formation of **communities** among employees with similar interests or jobs, or who live in the same city or country. This helps increase engagement and foster connections within the team.

We're also growing our company-wide **How to Yandex** project, which covers a variety of formats and topics. This internal resource offers useful materials about life at Yandex and meetings with experts to discuss a range of topics, from mental and physical health to financial literacy and caring for loved ones. The project also includes a series of open discussions, called **Let's Talk**, where employees can share their experiences, analyze mistakes, and talk about tricky issues like gender stereotypes in IT.

Every summer, we hold the **Summer Together** marathon, a series of free events for Yandex employees and their families and friends. In 2024, the marathon took place in 30 cities, with more than 29,000 participants. The program included excursions, athletic sessions, lectures and workshops with famous speakers, performances, and concerts.



## Good Causes

We strive to involve employees in social and charitable projects as a way to contribute to important initiatives together. One of our corporate traditions is the **Christmas Tree of Opportunities**, an annual campaign where we support charity projects at the intersection of education and social assistance. Before the winter holidays, employees can choose a project and make any contribution, and Yandex will double it within the total goal amount. This year, **employees donated RUB 2.1 million, with Yandex adding another RUB 1.5 million.** An additional RUB 120,000 was raised during the Yandex Store charity event, where 5% of the price of each holiday tree decoration from our Retro Computers collection was donated to the Helping Hand foundation. Thanks to Yandex Store, we supported a variety of projects, from educational courses for people with disabilities to a training program for oncological surgeons.

In summer 2024, we organized a series of charity events as part of the Summer Together marathon. For example, employees could volunteer at an animal shelter, attend an inclusive performance, and take part in a gingerbread house workshop, with all proceeds donated to support AdVita, a Helping Hand partner foundation.

We also regularly share volunteer and charity opportunities in our internal channel, including a monthly digest of events in charity foundations and information about Yandex's social projects, including the results of Helping Hand initiatives.

We also lead environmental initiatives for our employees. Learn more about our Green Office program in the [Environmental Impact](#) section.

## Training and Development

GRI 404-1

GRI 404-2

To remain in demand as an IT specialist, continuous learning is crucial. That's why we offer employees various professional development opportunities, including educational courses and programs, specialized events and conferences, the option to change career paths and try new areas, and the chance to learn from mentors and share experiences with colleagues.

In 2024, we posted more than **3,100 courses and files** on our **Quantum** educational platform, relating to a range of different topics. Quantum offers training courses developed in-house (including by employees themselves) and programs from external providers. Thanks to integration with internal services and processes, Quantum recommends content based on the employee's profile (business unit, position, professional interests, and other criteria). In 2024, an average of **29,700 employees** used Quantum each month.<sup>1</sup>

We also focused our efforts on **systematic manager training**. For example, we developed a Toolbox course for first-time managers, with video lectures from experts, live online practice, and mentoring support from experienced Yandex managers.

Through the course, managers can learn about their role in a variety of formats: 20% of the time is spent interacting with other managers, 10% is formal training, and 70% is focused on work tasks. By the end of the year, 320 managers had completed the program.

For employees who need quick practice on a specific case, we formed the Toolbox Wiki knowledge base as a regularly updated open resource with management tools. By the end of 2024, the database included 70 resources on key topics, including regular practices, feedback, motivation, working with conflicts, building trust, and creating a safe environment. From September to December 2024, over 3,300 employees visited the Wiki page.

To increase peer-to-peer connections, we continued to invest in the development of the Sfera manager community, which currently has over 2,700 members. The community's internal chat includes more than 1,200 managers who regularly exchange management practices and discuss current cases.

<sup>1</sup> Based on the completion of mandatory courses.





# Education for All



GRI 203-1

GRI 203-2

GRI 413-1

## 5 MM

users took advantage of free educational programs from Yandex in 2024

## 60 K

students participated in Yandex educational programs in 2024

compared to the previous academic year, the number of students in Yandex's bachelor's, master's, and PhD programs, as well as in the Yandex School of Data Analysis (YSDA), has more than doubled

## >25 K

developers, data analysts, and machine learning and AI specialists completed Yandex educational programs in 2024

## ×3 more

Yandex employees have teaching roles at academic institutions

compared to 2021

[Yandex Education](#)



[Annual Report for Yandex Education](#)



Since 2007, Yandex has been implementing projects that make quality education in information technology (IT) available to everyone, regardless of their age and level of training. We introduce school students to the world of IT by teaching informatics and mathematics; we cooperate with top academic institutions by supporting their talented students; and we promote science by helping those who want to start a career in IT or expand their competence.

We also try to encourage and promote **teaching** as a career in Yandex and beyond. After all, it's teachers who help students grow and foster necessary skills. Teachers can take advantage of Yandex's vocational programs, professional development courses, and self-study materials to help them build their teaching skills and learn new tools or technologies. Yandex employees who want to teach at academic institutions can join special training sessions and workshops. Since 2021, the number of Yandex employees in teaching roles has tripled.

Most Yandex products – from Search to Alice – are based on artificial intelligence (AI), so we are especially committed to training specialists in that field. In 2024, we launched **a range of educational programs focused on IT**, including Russia's first undergraduate degree in AI for future architects and researchers, and popular courses on neural networks. We also developed AI-based tools for school students, undergraduates, and teachers to help them study content, prepare for classes and exams, and perform routine tasks.

## For School Students and Teachers

### Yandex Textbook

# 75%

of Russian schools have been using Yandex Textbook since 2018

# 1.1 MM

students from 10K Russian schools used Yandex Textbook in 2024

# >100 K

students who took the USE in Informatics used Yandex Textbook's training tool  
85% of all students who chose informatics

# >226 K

students participated in the Informatics Olympiad

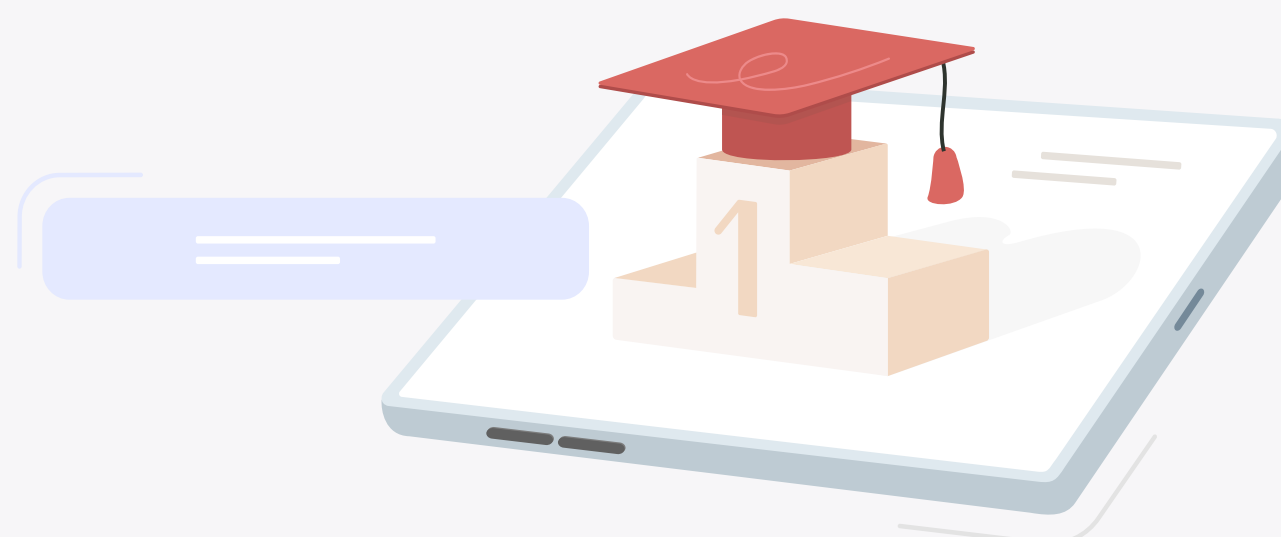
# >7.3 K

informatics teachers completed the Talent Pool, a free professional development program

**Yandex Textbook** is a free technological education platform where students grades 5–11 can study informatics and mathematics, and prepare for the Basic State Exam and Unified State Exam (USE), while teachers can take professional development courses and automate routine tasks, such as keeping class statistics and checking classwork.<sup>1</sup>

Yandex Textbook materials cover the entire school course in informatics and mathematics for grades 5–8, with specially designed tasks that help students apply their learned skills in real life. In 2024, Yandex Textbook was used by 1,100,000 students from 10,000 Russian schools.

Students applying for an academic institution can use the available **training tools for their upcoming Unified State Exam in informatics**, including the built-in AI assistant based on YandexGPT. These tools can be used both in class with a teacher or tutor and for independent study. The AI assistant explains difficult terms, detects errors in code, and helps students find correct answers by themselves. In 2024, the AI training tool was used by more than 100,000 high school students taking the Unified State Exam in informatics (85% of all students choosing informatics).



We believe that health conditions should not hinder access to a quality education in IT. To ensure that visually impaired students can use the training tool, we have adapted its tasks – including tables and formulas – to be compatible with screen reader software.<sup>2</sup> Students can also complete any task using a keyboard, regardless of whether they use screen reader software. This feature is also relevant for people with fine motor difficulties and other hand conditions. Read more about how Yandex adapts its services for people with health conditions in the **Accessibility** section.

To help students develop their logical thinking and analytical skills, Yandex Textbook holds annual **educational olympiads**. For example, Yandex held the **Online Informatics Olympiad** for students grades 5–11. Over 226,000 students tested their programming skills, closed knowledge gaps, learned to analyze data, and competed for prizes from Yandex and extra USE credits for admission to Russian academic institutions.

We also run the **Talent Pool**, a free professional development program for informatics teachers. Participants take part in subject-based and professional contests, develop their own educational projects, enjoy access to knowledge resources, and share experiences with their colleagues. In 2024, the program attracted over 7,300 users.

<sup>1</sup> All materials comply with the Federal State Educational Standard, and the grade 7–9 informatics programs are listed as electronic educational resources by the Russian Ministry of Education.

<sup>2</sup> Screen reader software used by visually impaired people to access websites, applications, or electronic documents.



>62 K

users have participated in Yandex Lyceum programs since 2016

>6.2 K

students graduated from Yandex Lyceum in 2024

**Yandex Lyceum** offers free courses for future junior developers (ages 13–18) to help them learn modern programming languages and industrial development. Yandex Lyceum welcomed its first students in the fall of 2016. Over the past eight years, more than 62,000 teenagers have participated in its programs.

Today, Yandex Lyceum operates in 156 Russian cities. Its students can access either one-year programming courses or three-month online courses for various specializations (including big data and machine learning). Yandex Lyceum graduates have been accepted into HSE, ITMO, MIPT, BMSTU, SGU, and other leading academic institutions in Russia.

In 2024, Yandex Lyceum also published **free guidance materials** for informatics teachers. These materials can be integrated into classes to diversify lessons and smoothly immerse students in Python programming: syntax, working with libraries, the basics of object-oriented programming, C++, and algorithms, and create engaging and modern projects.

## Data Lesson

3 MM

school students were taught about ride-hailing technologies

As a partner of “Data Lesson”, an all-Russian educational project, since 2019, Yandex has been helping students discover the world of technology. In 2024, Yandex prepared a lesson on **City Code: Technology in Motion**. Taking the example of Yandex Go’s ride-hailing services, students learned about graph theory, used for building routes, and algorithms that find the shortest route to any destination. Three million students attended the lesson, and Yandex experts took part in open classes held in 22 cities of 19 regions.





# For Undergraduates, Graduates, and Academic Institutions

## Partner Programs with Academic Institutions

33

academic institutions from 12 Russian regions implement IT programs in partnership with Yandex

We collaborate with Russian academic institutions to develop **undergraduate and postgraduate curricula**, and **postgraduate and additional vocational programs** in development, machine learning, data science, and other IT fields.



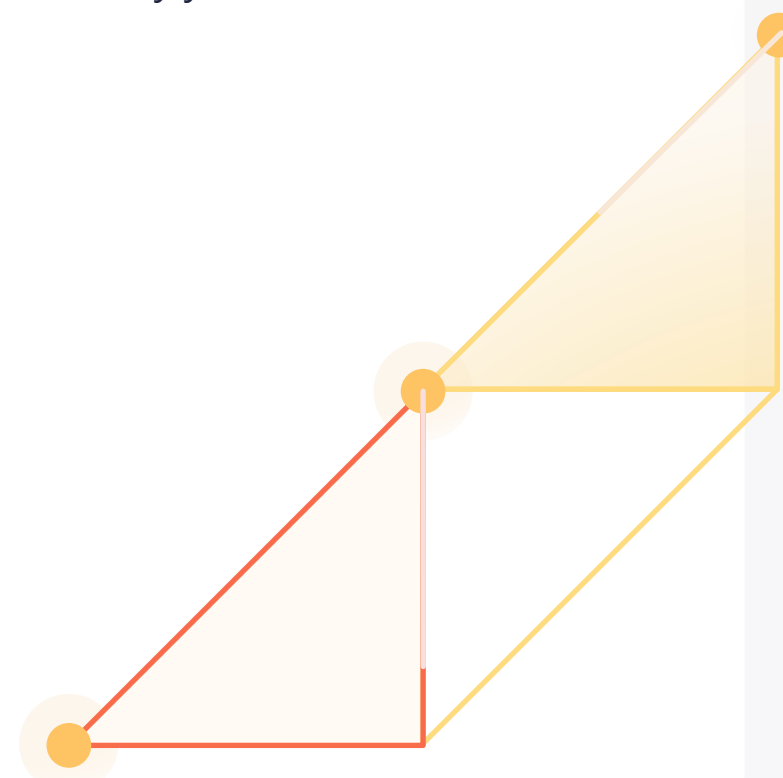
### Faculty of Computer Science

In 2024, the **Faculty of Computer Science** by Yandex and the Higher School of Economics celebrated its 10th anniversary. The Faculty of Computer Science was founded with the support of Yandex in 2014 and has become one of the leading educational and scientific centers for computer science in Russia. Since then, 3,385 students have graduated from the faculty.

The faculty offers 6 undergraduate and 11 postgraduate programs, as well as a doctoral school. With the support of Yandex, the Laboratory for Methods of Big Data Analysis (LAMBDA) and the Yandex Lab were founded. The Faculty of Computer Science offers the Yandex scholarship for young researchers, which supports 16 students involved in scientific work every year.

>3.3 K

students have graduated from the Faculty of Computer Science



### AI360

Together with Sber and four Russian higher education institutions (ITMO, BMSTU, HSE, and Innopolis University), we launched **AI360 – Russia’s first higher education program for future AI architects and researchers**.

The main difference between AI360 and existing programs is that it trains specialists capable of creating new fundamental models, architectures, and machine learning algorithms. The program was developed by the participating higher education institutions in collaboration with experts from Yandex, Sber, and the School of Data Analysis. Classes are taught by leading Russian AI researchers and developers of AI solutions and products.

In support of intra-Russian academic mobility, students can not only study at their own academic institution, but also take modules at other participating institutions. Students also receive increased scholarships and personal grants to access the computing capacities of both Yandex and Sber. This allows them to conduct complex research and experiments in the field of AI and design ready-made solutions during their studies.

100

school students with the highest USE scores and Olympiad winners entered the program in 2024

## Partner Programs with Academic Institutions

Yandex has also developed **unified programs for future front-end and back-end developers**, which were launched in 19 academic institutions across Russia. The modules are integrated into university curricula and supplemented with applicable subjects and Yandex cases. Second- and third-year students learn Python and JavaScript, Django back-end, API services, object-oriented programming, server infrastructure management, and other subjects that will allow them to master important skills in IT. The programs include project work and workshops through which students can analyze case studies. Students' final projects are evaluated by both teachers and expert consultants from Yandex. These programs will train over 4,000 students across 12 regions, from Primorsky Krai to Arkhangelsk Oblast.

Yandex also promotes interdisciplinary education by helping non-technical specialists learn IT skills. In 2024, Yandex launched **interdisciplinary modules**, a new education format for non-IT students. These educational solutions are implemented into existing programs, as well as two master's degrees for marketing and finance professionals. Thanks to this new format, students from various disciplines can master data analysis tools and use neural networks to complete professional tasks in their fields. Early partners of the initiative include HSE, Financial University, and Moscow City University. In the **European University**, students studying sociology, psychology, history, and other subjects use Yandex Education to learn applied data analysis and use it in their fields.

## Yandex Cloud for Education

# 90

Russian academic institutions are supported by Yandex Cloud

# >10 K

university students received free training in cloud services and applied them in their studies

Yandex Cloud granted over RUB 18 MM in total funding

Today, every seventh academic institution in the technical field in Russia uses the infrastructure and technological capacities of Yandex Cloud for its educational, scientific, and digital activities. **Undergraduate and postgraduate students** can access training materials and courses on cloud technologies and use the platform's free services for academic tasks and projects.

**Academic institutions** can get a grant for Yandex Cloud's services to develop their own digital educational environment. These services allow them to develop remote learning infrastructure, store and process large amounts of academic materials, and share recorded lectures, webinars, and training content.

Yandex is also developing a **program to promote education and research in computer science**, which provides free use of dedicated computing capacities and unlimited storage for data sets and study materials. Academic institutions use these resources to teach undergraduate and postgraduate students, while research organizations can utilize them to conduct experiments, test hypotheses, and prepare scientific papers and studies.





## School of Data Analysis

# 244

students graduated from the School of Data Analysis in 2024

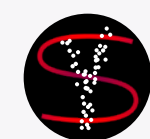
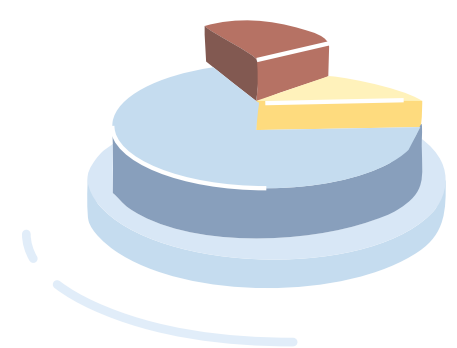
# 339

students entered the School of Data Analysis in the new academic year  
the biggest number since its establishment

The **School of Data Analysis** is the flagship project that kick-started IT education at Yandex. This is a free two-year program for students and developers who want to become leading experts in data analysis and machine learning. The School of Data Analysis is taught by a range of industry experts, including professors, researchers, and Yandex employees.

Since 2007, the School of Data Analysis has trained over 1,600 professionals in the industry. Many graduates continue their careers at Yandex or other technology companies and startups, or even launch their own projects.

According to an internal study, every fourth graduate is pursuing a career in science, while every sixth graduate is starting a business or startup. Moreover, 83% of respondents believe the School of Data Analysis provided them with everything they need for a successful career in data analysis and machine learning.



## Yandex ML Prize

# 14

young scientists and scientific leaders were awarded the prize in 2024

The annual **Yandex ML Prize** was established in 2019 to honor the memory of Ilya Segalovich and support the academic community. Since then, it has been awarded to 60 young researchers and scientific leaders who have made significant contributions to the development of AI and machine learning.

In 2024, we received 160 applications, among which the Prize Board selected 14 winners who submitted the most promising and significant works on generative models, natural language processing, computer vision, information search, speech recognition and synthesis, and cognitive robotics.

The award is especially aimed at those involved in training the new generation of researchers in machine learning, and includes categories such as ML Teachers, Scientific Leaders, and Young Scientific Leaders. For example, Alexander Korotin won the Young Scientific Leader category for his work leading a group of scientists in developing new methods of training generative models based on the optimal transport theory. The results of this research can be used in designing complex objects (airplanes, automobiles, ships) and modeling new materials and medicines.

All winners received cash prizes of 500,000–1,000,000 RUB, depending on the category, as well as access to Yandex 360 and grants for Yandex Cloud, which can be used to perform large-scale calculations and process experimental data.



## Yandex Practicum

# 100 K

graduates since its establishment

# 72%

of students were employed within six months from graduation within the employment program

# 54%

of students join Yandex Practicum after a recommendation from friends

# >19 K

corporate employees have taken various courses



**Yandex Practicum** is an online training platform where anyone can learn a digital profession from scratch or acquire new skills for further career development. The platform now offers over 150 programs in more than 50 digital professions, as well as corporate training and online master's degrees in partnership with leading academic institutions.

Yandex Practicum trains data analysts, web developers, back-end developers, test engineers, data science specialists, designers, marketers, and IT managers. Since the launch of the platform, more than 100,000 students have completed its courses.

Yandex knows that starting a new career can be difficult, so it collaborates with potential employers and offers its students a free employment program at the **Career Center**, available both during the course and after graduation. Yandex helps students polish their CVs and cover letters and prepare for interviews, arranges individual meetings with HR specialists and shares partner vacancies. Additional support to create a portfolio is provided by the **Workshop** – an internal agency within Yandex Practicum, where students and graduates work under the guidance of experts from large companies on real tasks in programming, design, marketing, or data analysis for commercial organizations and NGOs. Tasks include website creation, chatbot development, data analysis, launching advertising campaigns on Yandex Direct, and other projects that not only help companies get quality solutions but also provide students with practical experience, with their portfolios serving as proof of professional skills.

In 2024, Yandex Practicum launched an alumni community with more than 42,000 graduates and also hosted the IT After-School Festival. Participants could enjoy lectures, stand-ups, and word battles, as well as discuss professional development and personal branding.



## Free courses on Yandex Practicum

We develop free courses on Yandex Practicum to help users learn digital tools and how to use them securely. In 2024, we launched several new programs:



### Digital Literacy and Internet Security

is designed for those who want to better understand how the modern digital world works or help their loved ones navigate it. Students will learn about various technologies, from computers to artificial intelligence, as well as internet safety and how to protect themselves against fraud and viruses.



### Training for ML Services

was developed in collaboration with Yandex Cloud and is divided into two modules: for business and for technical specialists. The business courses are designed for company executives and managers, who will learn how to automate routine tasks and improve processes using neural networks. Technical specialists will learn to optimize generative models, computer vision, and speech synthesis and recognition.



### YandexGPT for Beginners

is a useful program for anyone who wants to learn how to write prompts for neural networks to create texts and images using YandexGPT and YandexART.



### How to Handle Personal Data

is a course designed for small and medium-sized businesses, non-profit organizations, social institutions, and anyone who works with personal data.



# Yandex Service Partners



GRI 203-1

GRI 203-2

GRI 413-1

Yandex connects millions of partners providing services to different user audiences. Our partners include drivers, couriers, and other contractors, as well as small, medium, and large businesses, and sellers.

Our partners earn and connect with their audience on Yandex platforms, users receive quality service from Yandex partners, and Yandex ensures convenient, safe, and mutually beneficial cooperation between all those involved.



## Driver & Courier Support

### 2.1 MM drivers

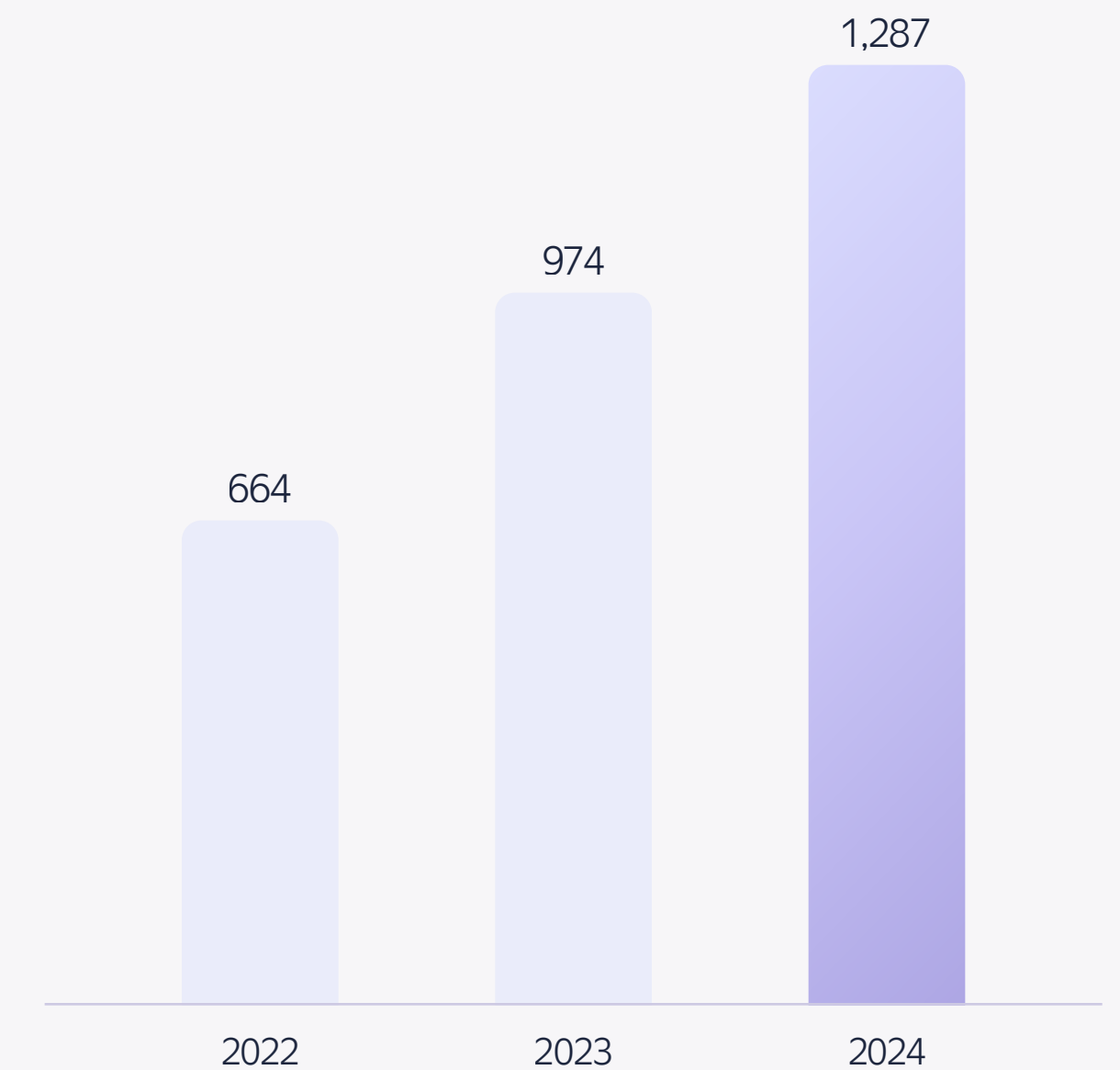
partnered with Yandex Taxi in all countries where the service is present in December 2024

### 34 K

couriers completed requests in Moscow through Yandex Eats and Yandex Lavka in December 2024



Taxi partner earnings, billions of RUB<sup>1</sup>



<sup>1</sup> Driver earnings are calculated based on platform data as the aggregate GMV for the period minus the service fee and taking into account partner premiums, such as bonuses and other payments.

## Developing Platform-Based Engagement

We are constantly developing the **Yandex Pro** app, a unified platform for completing requests on Taxi, Lavka, Eats, Market, and Delivery.

With Yandex Pro, contractors can independently<sup>1</sup> regulate request volumes and time spent on the platform, and also conveniently track their earnings. It only takes a few hours to start completing requests after signing up on the app. This speed is particularly important when a partner needs quick earnings.

We are constantly improving platform technologies to help contractors increase their earnings. Drivers have access to various **bonuses** to receive extra earnings; for example, for completing requests in certain areas of their city. The courier app displays areas with higher demand, such as business districts on weekdays during lunch. By completing requests during these slots, couriers receive a bonus in addition to their main earnings from completing requests. Drivers and couriers can also receive bonuses for achieving personal goals set by the platform.

### Tipping program

Yandex Go features a tipping program to additionally reward contractors, both drivers and couriers. The platform displays the contractor assigned to the order and the dream they are saving up for. Users can thank their driver or courier and leave a tip to help them achieve their dream. In December 2024, Courier's Dream also appeared on Yandex Eats.

## +20%

increase in the share of orders with tips on Yandex Taxi compared to 2023

## +30%

increase in the share of orders with tips on Yandex Lavka compared to 2023



The Yandex Pro **knowledge base** provides contractors with all the necessary information about their cooperation with various Yandex services, where they can learn everything from how earnings are calculated to app features and safety rules. Here they can also learn about available discounts and special offers from our partners (for example, discounts on food and groceries, as well as scooter or bike rentals), and familiarize themselves with the quality standards for our services. There are also separate informational materials for beginners to the platform and for the self-employed.

In 2024, we created a **special platform** for foreign contractors, which offers useful materials to support them and help them adapt to working in Russia. These materials include instructions for submitting the required paperwork to start accepting requests, Russian language lessons with basic topics for everyday communication between drivers and riders, and information about the specifics of traffic rules in Russia.<sup>2</sup> Drivers can also receive free consultations on migration issues from our legal partners, who can help resolve their legal matters competently and effectively.<sup>3</sup>

**Free insurance** is activated when giving a ride or delivering an order. In the event of a road accident, the injured partner is eligible for coverage up to 2,000,000 RUB. This insurance coverage applies to all drivers, couriers, and riders. Insurance payouts are provided in accordance with the approved procedure.<sup>4</sup>

## 2 RUB MM

the maximum coverage available to drivers and couriers in the case of an accident while they are on an active request  
this insurance also covers passengers during their rides

Partners can also opt in to additional **health and life insurance**, which covers situations where the driver or courier isn't on an active order. In the event of illness, the insurance company compensates the partner (similar to sick pay) at the rate established for the particular region. If a partner has Silver, Gold, or Platinum status in the rewards program, the cost of the policy is returned in full or in part as bonuses to their Yandex Pro balance.

<sup>1</sup> In compliance with the norms of rest time and driving time.

<sup>2</sup> The Russian-language lessons were approved by experts from the Pushkin State Russian Language Institute.

<sup>3</sup> The list of regions where consultations are available can be found [here](#).

<sup>4</sup> For Delivery, insurance covers all participants in the delivery process, as well as third parties.



## Support Programs & Benefits

Drivers can take advantage of our [rewards program](#), which allows them to collect points for each completed request. The rewards program has four tiers: Bronze, Silver, Gold, and Platinum. Each tier has its own [rewards and privileges](#).

We have also launched the new [Progress](#) rewards program for couriers. By completing requests, they collect points to earn bonuses and special offers. The more points they earn, the better the rewards, from discounts on rentals to promo codes for a Yandex Plus subscription and branded merchandise.

We also have special support programs for **self-employed<sup>1</sup> partners**. These include access to free legal consultations and preferential car loan programs in partnership with regional authorities and banks. Self-employed partners can also acquire a MIR debit card with free servicing from Yandex Bank, through which they can receive their earnings instantly and without extra fees.

Couriers, drivers, order pickers, and warehouse workers collaborating with our services can enjoy a discount of up to 35% on groceries, household items, and other products from Yandex Lavka.<sup>2</sup> Drivers and couriers also have access to a special **meal program** from Yandex Lavka, which offers combo meals of two courses (hot dish and salad) at a discount. There are five lunch options on offer, which are all cooked by Yandex Lavka's trusted suppliers. Each supplier has completed an on-site audit, and their food was approved during a tasting session by our team. Lunches are available to purchase under the Staff Discount section on Yandex Lavka or Yandex Go and can be collected from the nearest Yandex Lavka dark store. The price of any lunch combo is RUB 95.

In addition, we regularly hold events to support drivers and couriers in their interests, including cyber tournaments and sports activities such as football, volleyball, yoga, and table tennis. Throughout the year, drivers, couriers, and other partners train and participate in competitions. In autumn, we held super finals for our football and volleyball tournaments in Sochi (the best teams traveled there at our expense). All players of the winning teams received trophies, branded merchandise, and Yandex Stations.

# 377

**free sports sessions** were held for contractors from Taxi, Eats, Lavka, and Delivery

# 10 cities

hosted Yandex free sports sessions

**Participated in sports tournaments**  
in the 2024 season

# 140

football teams

# 46

volleyball teams



<sup>1</sup> This tax structure enables partners to collaborate with Yandex directly and pay a reduced tax rate.  
<sup>2</sup> Discounts are available with self-pickup.



## Driver & Courier Safety

GRI 403-7

We apply various technological solutions to ensure the safety of drivers and couriers when interacting with our platform.

Yandex Rides has a **safety policy** that compiles information about all the measures and tools used to help prevent accidents and other dangerous situations. In 2024, we also added a driver safety feature to the app: video recording to prevent conflict escalation. During a conflict, drivers can activate video recording from their phone's front camera and send the video to the support team. When the driver taps the record button, the app will notify the rider by voice that they are being recorded. Recorded videos can only be accessed by the support team, and the videos are not saved on the driver's phone.

Our technologies and safety tools play a vital role in ensuring the comfort of both drivers and riders. In 2024, **99.9%** of all trips were free of accidents.<sup>1</sup>

[Yandex Taxi Security Policy](#)



Yandex delivery services have also adopted a **security policy**. It contains information about measures that help reduce risks for foot and bike couriers when delivering orders.

To start receiving requests, all couriers must undergo mandatory traffic rules training. They'll also receive regular reminders about the rules. Contractors can access the training materials on Yandex Pro at any time.

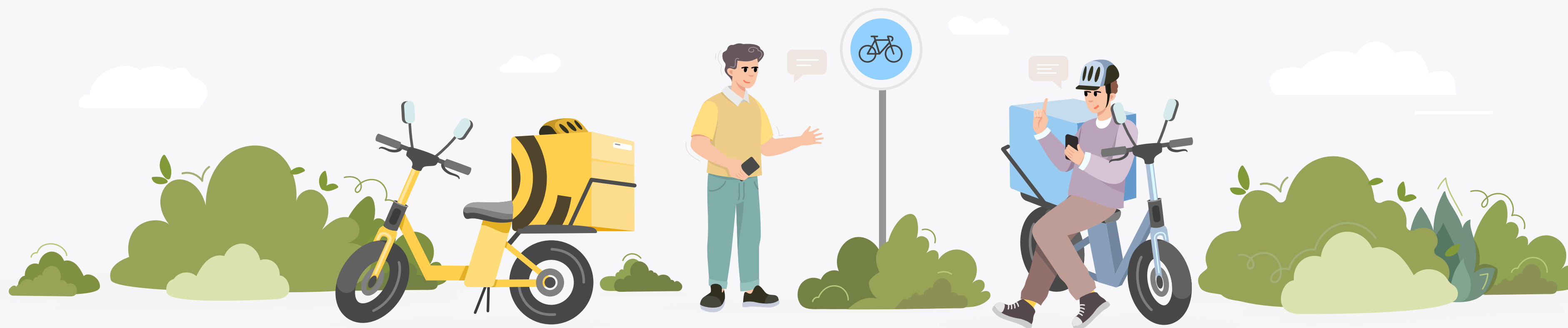
Delivery security is also enhanced through Yandex's **proprietary electric bike** rentals. Couriers with Yandex delivery services can rent an electric bike from a Yandex Eats rental center, with prices starting at RUB 1 per month. These bikes were designed based on feedback from couriers and the delivery process itself: the bike has a convenient rack for a courier bag, a safe battery, and an IoT module that monitors movement in accordance with traffic rules and does not allow couriers to exceed a speed of 25 km/h. Couriers can also rent Yandex Go scooters on special terms. Thanks to speed control and regular maintenance, these vehicles also enhance safety.

Further, "bike assistants" are available in Moscow and **Saint Petersburg** to support bike couriers. Assistants are stationed in areas with many bike couriers and at busy locations with confusing interchanges. These are experienced couriers who have a good knowledge of the traffic rules, safety regulations, the city itself, and dangerous sections of the road. If they see couriers doing anything wrong, they remind them of the traffic rules.

Couriers can also get a jacket and special bag with reflective elements and bigger numbers, and there are bike toolkits available in Yandex Lavka's dark stores that can be used to repair a courier's bike.

We also limit slots to optimize the load on couriers, and assign orders of more than 15 kg to those who have a car. In late hours, when public transport is not operating, we offer a free ride home.

[Yandex Eats, Yandex Lavka, Market Delivery, and Yandex Delivery Safety Policy](#)



<sup>1</sup> Based on data from our security team.



# Accessibility for Contractors with Health Conditions

We continue to improve the accessibility of our services for contractors with health conditions.

In 2024, we updated the [page for deaf and hard-of-hearing people](#) on our website for drivers and added information about accessibility options, an FAQ, and a list of partner companies that are already cooperating with drivers with hearing impairments. All texts are accompanied by videos in Russian Sign Language (RSL).

There are additional accessibility options on the Yandex Go and Yandex Pro apps for individuals with hearing impairments, including a chat where contractors and customers can communicate with each other.

The app also informs the user if their request is being fulfilled by a deaf or hard-of-hearing person and disables the calling function. For this option to appear, the contractor must inform the support team about their hearing impairment. Yandex Pro has also developed a special memo for partner companies that cooperate with deaf and hard-of-hearing drivers. It helps facilitate communication between drivers with hearing impairments and partner companies at the early stages of their cooperation. Drivers can also request headrests from partner companies to indicate that they are deaf/hard of hearing, as well as rider information cards to help with communication.

We have also **improved the accessibility of Yandex Delivery**. Now, if a deaf or hard-of-hearing courier is assigned to a request, the user will receive a notification. Moreover, the option to call the courier will be automatically replaced by chat. We explain how to communicate with the courier through chat, and also show the user how to say “Thank you” in sign language. The support team will interact with the courier exclusively via chat on a dedicated line, not using calls, with its responses specifically adapted for hard-of-hearing and deaf couriers. All of these features help make the delivery process more comfortable and comprehensible for all participants.

We have also launched a pilot project to adapt processes for contractors with intellectual and hearing disabilities in **Yandex Lavka** dark stores.

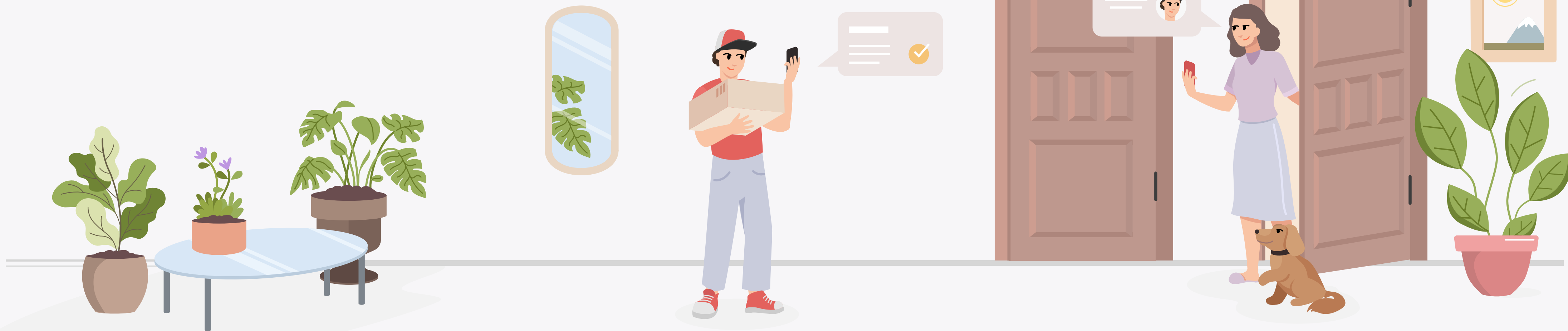
Read more about how Yandex adapts its services for people with disabilities in the [Inclusivity](#) section.

>5 k

deaf and hard-of-hearing drivers partnered with Taxi in Russia and other countries

>1 k

partnered with Yandex delivery services in Russia and other countries





## Support for Contractors in Other Services



### Scooters

The scooter-sharing industry, also called “kicksharing”, is actively growing. Our Scooters service is involved in the development of new vehicles and devices, while also creating new jobs and professions that provide additional earning opportunities.

**Energizers** are tasked with recharging scooters. Every day, they replace more than 20,000 batteries to ensure that there are enough scooters to ride in every area. These energizers are equipped with specially designed “energy saddles” for the safe transportation of batteries.

**Scouts** monitor scooters on the streets to ensure they are parked neatly and do not obstruct anyone’s way. Scouts move from one parking area to another and tidy them up. There are about 200 Yandex Go scouts in each large city of operation.

**Charge masters** are responsible for the batteries and racks where batteries for scooters are charged. They receive batches of discharged batteries and deliver charged ones.

**Promoters** explain how to use and operate scooters. They are based at the Yandex Scooter Schools in Moscow, Saint Petersburg, and Yekaterinburg.

**Enforcers** ensure that everyone follows the rules while riding. They are on duty during rush hours in crowded areas and remind users about travel safety and traffic rules.



### Yandex Smena

**Yandex Smena** is a service for finding sources of extra earnings. With its help, self-employed contractors can find part-time jobs at the time and place of their convenience, while partner companies can meet their needs for extra contractors. The app features a search option for shifts by areas, companies, tasks, and earnings. For example, there are tasks for stocking goods, assembling and issuing orders at pickup points, and more.



### Yandex Tasks

**Yandex Tasks** is a platform where self-employed contractors can complete data collection and annotation tasks. The pay for each task is determined by the partner company in advance, based on volume, complexity, urgency, and other factors.

The platform also offers tasks for comparing images, marking up objects in images, transcribing audio into text, searching for information online, and reporting the weather. These tasks help train AI used in Yandex Search, Alice, and other Yandex services. Users can select tasks they want and complete them whenever and wherever they choose. The ability to earn with Tasks is especially convenient for people with disabilities.

**>167 K**

self-employed contractors were registered for the service in March 2025

[>139 K at the end of 2024](#)

**16 K**

self-employed contractors complete daily tasks on the platform



# Opportunities for Business Partners

GRI 203-1

GRI 203-2

GRI 413-1

With Yandex services, businesses of various scales – from large corporations to small and medium-sized enterprises – can attract new customers, increase sales, and optimize business processes.



116 K



**restaurants and stores** receive orders from users via Yandex Eats and Market Delivery

44 K



**corporate clients** use Yandex Cloud for business development and digitalization

97.3 K



**active sellers<sup>1</sup>** offer products to millions of buyers on Yandex Market

> 382 K



**SME representatives** place ads on Yandex Direct to reach potential customers  
data from Q4, 2024

> 1 K



**suppliers** sell their products on Yandex Lavka

> 70 K



**website and app owners** partner with the Yandex Advertising Network and earn by placing ads on their sites

## Yandex Direct

Businesses use Yandex’s advertising products to connect with their target audience and access easy-to-use advertising analytics tools. In particular, **we strive to support small and medium-sized businesses, providing them with a platform and tools to promote their products and services to a wide audience.** In Q4 of 2024, more than 382,000 SME representatives advertised on Yandex Direct.

For those with little to no experience on Yandex Direct, we have introduced a new tool for launching ad campaigns, called **Easy Start**. This tool is aimed at users without any special advertising knowledge or expertise. Users can simply enter their business information in their account, and the system will create a personalized ad campaign, generate ads, and customize their settings based on business specifics. These new-format ads are shown to users of Yandex Search, Yandex Maps, and more than 55,000 partner sites in the Yandex Advertising Network. Easy Start independently evaluates which sites have the most potential customers, and places ads there.

Data for December 2024, unless otherwise noted

<sup>1</sup> An active seller is a seller who made at least one sale within the month prior to the reporting date.



# Opportunities for Business Partners

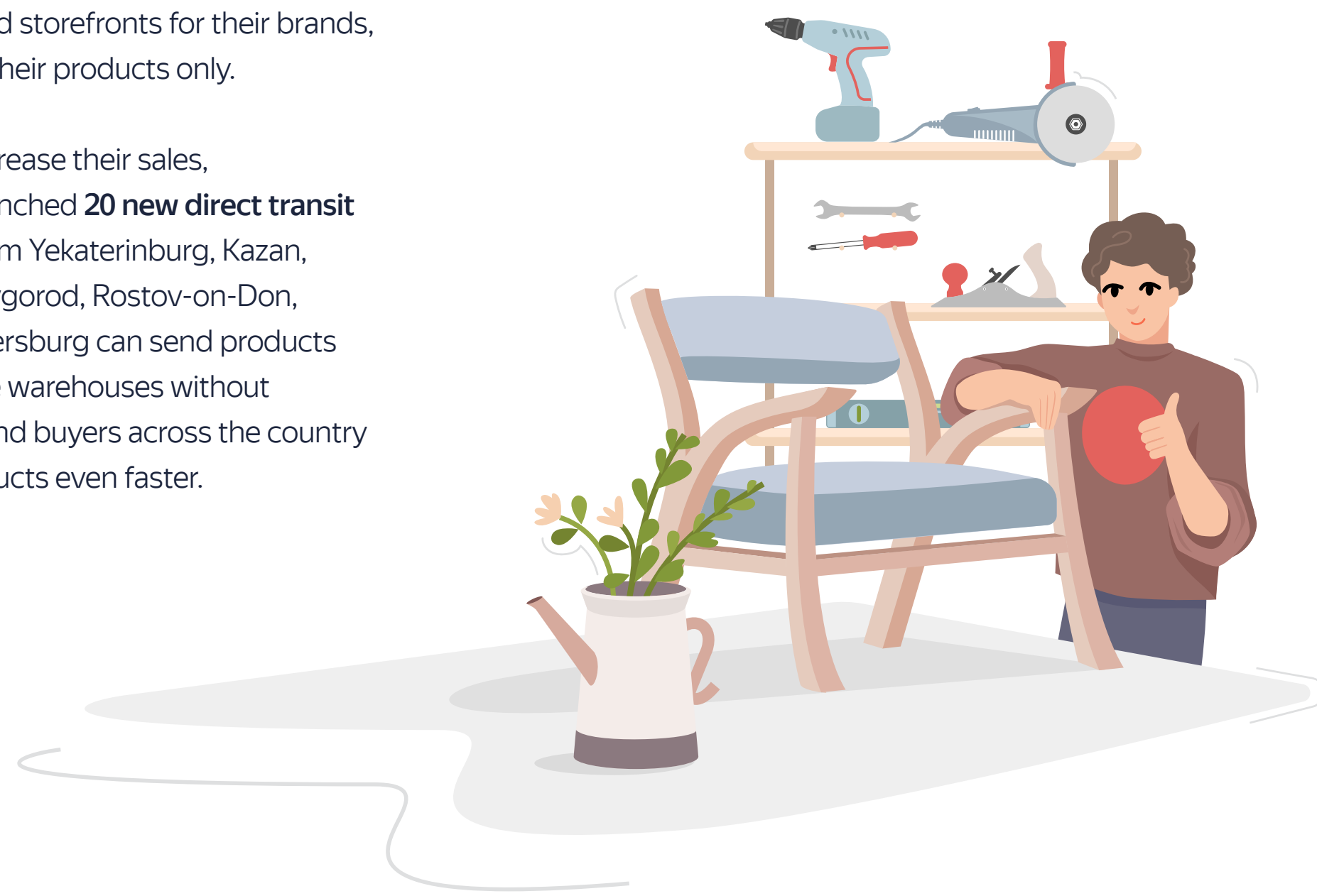


## For Sellers

Yandex Market is a convenient platform for sellers because it attracts buyers and takes on routine tasks such as storage, packaging, delivery, and promotion. In 2024, the service **continued to improve its tools for sellers**, which help them grow their business on the marketplace. In response to demand from sellers, who want more tools to distinguish themselves from competitors and engage with their audience, Yandex Market has deprecated generic listing cards, fully transferring content management to sellers, and introduced new storefronts. Thanks to these innovations, our partners can now create and design unique listing cards and storefronts for their brands, thus growing sales of their products only.

To help local stores increase their sales, Yandex Market has launched **20 new direct transit routes**. Now sellers from Yekaterinburg, Kazan, Krasnodar, Nizhny Novgorod, Rostov-on-Don, Samara, and Saint Petersburg can send products directly to marketplace warehouses without intermediate points. And buyers across the country can receive more products even faster.

In the autumn of 2024, we held **E-com Sphere**, a free event for sellers dedicated to best business practices in e-commerce. The event program included speeches by Yandex Market executives and invited experts, as well as lectures and workshops. Experienced sellers had the chance to deepen their knowledge, while newcomers could become acquainted with the platform and learn how to start their business on Market.



## For Craftspeople & Smaller Brands

Market collaborates with self-employed sellers who can list their homemade goods on the marketplace in hundreds of different categories, such as kitchenware, accessories, souvenirs, toys, and more. Our platform helps sellers establish online commerce and nationwide delivery from the ground up, or launch new sales channels.

In 2024, a section called **Russian Designers** appeared on Market, featuring collections from local brands. Companies that create and develop their brands in Russia can list their products on the new online storefront, including both aspiring designers and well-established brands. The new storefront helps brands reach new audiences and increase their sales.

**Crafts** is another initiative that supports small-scale production and traditional industry. The project brings together contemporary artists and local craftsmen, such as weavers or blacksmiths, who produce handmade products for everyday use.

## For Pickup Point Owners

We support pickup point owners by providing them with the necessary tools and resources to successfully develop their business. This not only strengthens our partnerships but also allows us to jointly develop logistics infrastructure and make the delivery process easier for buyers.

In 2024, we enhanced financial support for entrepreneurs who are opening new pickup points. For example, we introduced an **additional reward** for opening a pickup point in cities with an insufficient number of pickup points available. Through this initiative, partners can receive monthly payments for 6 months from the date of opening the pickup point. We have also updated the interactive map, which shows the recommended areas for opening branded pickup points, and added “orange” areas that highlight locations with high demand for services and an insufficient number of pickup points. In addition to monthly financial support, new pickup points in these areas receive a one-time payment, which is credited with the first agency fee and does not depend on the turnover of the pickup point.



# Opportunities for Business Partners

## Yandex Market

We have also launched the **tipping feature** for pickup point staff. To enable it, the employee needs to sign up on Yandex Tips. Buyers can thank the employee by scanning the QR code at the pickup point and selecting the desired amount.

Market has also introduced a **free safety course** for owners and managers of pickup points, which helps them prevent theft and ensure the safety of their employees. It covers three topics – information security, physical security, and personnel security – and aims to make their pickup point more competitive and profitable. If suspicions arise, a pickup point representative can open their account to quickly contact the support team, who will help resolve the issue.

Yandex also supports the **pickup point owners community** by holding regular webinars about pickup point operations and sharing news, useful materials, and partner success stories, as well as publishing the top pickup points based on user reviews and other performance criteria.

## Yandex Lavka

In 2024, Yandex Lavka published the **Supplier's Handbook**, a quality control guide compiled by our experts based on government standards. The handbook outlines how Yandex Lavka controls the quality of their products, including the requirements it imposes on suppliers and how it ensures the quality of products from the supplier all the way to the buyer's door. The handbook is available for public access in the **Suppliers** section of the Yandex Lavka website. It can be used as a standard for suppliers of any scale, to help them establish quality processes within their own production.

Yandex Lavka also maintains its commitment to cooperating with local suppliers. In addition to allowing suppliers to sell products under their own brand, suppliers can also produce products under the service's brands, such as Lavka Signature.

**90%**  
of products on Yandex Lavka  
are produced by Russian suppliers

## Yandex Eats & Delivery

Yandex Eats is regularly developing support programs for restaurants. In 2024, they hosted an educational conference, called "Food Theme", in various cities, as well as "Consulting for Regional Restaurant Owners". As part of the project, restaurants from all over the country received free consultations on various topics, including kitchen management, delivery, and marketing.

In response to partner requests, Yandex Eats and Market Delivery launched a **support program for new restaurants**. Starting February 19, 2025, these platforms will credit 7,000 bonuses to new restaurants for CPA promotion. This tool helps restaurants become more visible to customers and receive up to 34% more orders on average. Support measures will be implemented for all new restaurants and will remain in effect until the end of 2025. According to platform data, users make the majority of their orders from the top of the restaurant feed, so this program will help new restaurants become more visible and reach a wider audience. According to our estimates, more than 20,000 new restaurants will receive bonuses over the year.

Yandex Eats and Market Delivery also support new restaurants on an ongoing basis, with every restaurant given a free trial subscription for its first 30 days after joining. The platforms also partially sponsor restaurants' participation in promotions and campaigns.

**> 3.5 K people**

from different Russian cities attended Yandex Eats educational events for restaurant owners in 2024





# Opportunities for Business Partners

## Yandex Maps

In 2024, Yandex Maps launched **Geoanalytics**, a free tool that **allows users to study the potential of city areas and analyze their capacity for business development**. The data is displayed in the form of a heat map, helping users compare different areas by their vehicle and pedestrian traffic, Yandex Maps search queries, and density of different types of businesses, as well as familiarize themselves with socio-demographic data.

With this data, small and medium-sized businesses (and large companies) can assess the number of potential customers and competitors, understand the demand for specific services, find optimal locations for stores, warehouses, and other facilities, and determine promising areas for development or advertising.

In addition to Geoanalytics, Yandex Maps also allows businesses to use up-to-date geodata, embed maps into websites and apps, plan routes, and manage navigation using the Yandex Maps API.



## Yandex Cloud

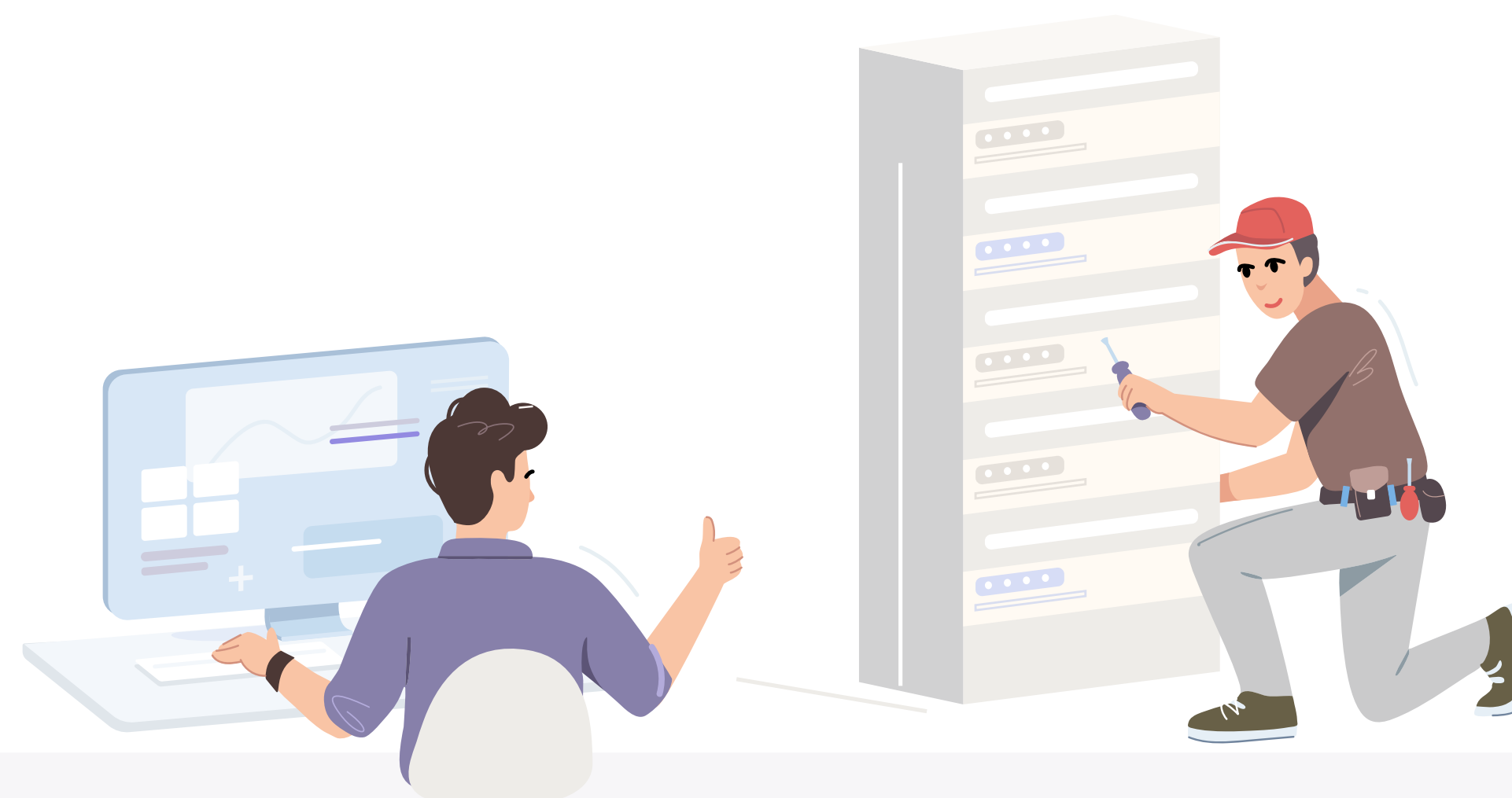
Yandex Cloud continues to support **Yandex Cloud Boost**, its grant program, which helps IT startups access cloud technologies. Working with accelerators and venture funds, **the platform creates an ecosystem that helps meet the basic needs of startups**. Startups can use Yandex cloud resources to build their infrastructure and services, benefiting from access to Yandex’s unique expertise and technology. These resources allow new IT initiatives to easily develop their products, quickly integrate AI, and launch robust services.

In 2024, more than 335 startups received grants totaling 146,000,000 RUB. The platform supports over 100 partners in the startup market, including venture funds, accelerators, and technology parks.

The **Yandex Cloud Boost AI** grant program for the Yandex GPT API has also been expanded to support companies that use large language models in their services. More than 100 companies received up to one year of access to Yandex’s large language models for use in their products.

**335 startups**

received Yandex Cloud Boost grants and access to cloud technologies in 2024





# Ethics and Integrity

## Information Security and Personal Data Protection 69

Yandex's Information Security System	69
Personal Data Protection	71

## Quality Content and Safe Digital Environment 73

Yandex Search Quality	73
Protection Against Fraud and Scam	74
Safe Content in Alice	76
Protecting Children Online	76
Advertising Content Quality and Safety	78

## Business Ethics and Anti-Corruption 79

Training in Business Ethics	79
Protecting the Interests of Rights Holders	79

## Responsible Procurement 80



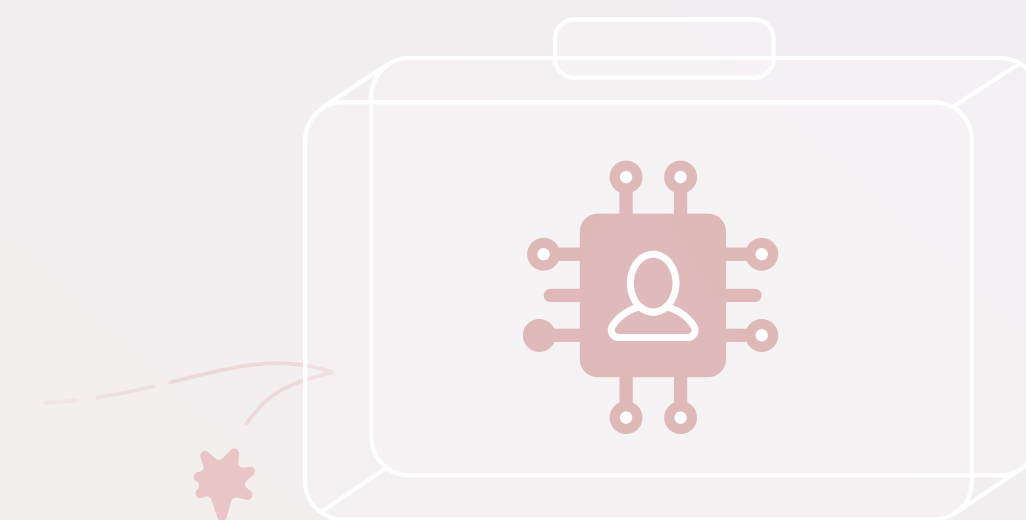
# Information Security and Personal Data Protection



- GRI 2-24
- GRI 416-1
- TC-IM-220a.1
- CG-EC-220a.2
- TC-SI-220a.1

Millions of people use Yandex services every day, entrusting us with their data. That is why user security remains our top priority, protecting users as they communicate through Yandex Mail, shop on Yandex Market, and navigate our other services.

You can learn more about our approach to information security [here](#).



## Yandex's Information Security System

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

Yandex's information security management system is certified according to ISO 27001 and ISO 27701 and is regularly audited by independent third-party experts.

We use special protection measures and standards to secure particularly sensitive information. For example, Yandex Pay data is processed in accordance with PCI DSS 4.0, and Yandex Cloud is certified according to the security standards for cloud service providers.

In 2024, Yandex Mail was **certified** according to ISO/IEC-27001. Independent experts audited and evaluated Yandex Mail's information security management processes. They confirmed that Yandex Mail uses reliable technologies to protect both individual customers and Yandex 360 for businesses.

Yandex's dedicated **unified information security team** is responsible for service and infrastructure security. The team protects both infrastructure and users from cyber threats and helps services remain available at all times by mitigating DDoS attacks. They are also responsible for automating systems and services monitoring, managing access rights, facilitating the certification of Yandex services, and participating in the development of various products, even at the architectural design stage. The team's key tasks include maintaining a high level of security culture across Yandex, implementing safe business processes, and doing everything to protect employees, users, and partners from threats.

### Personal Data Protection Policies

[Privacy Policy](#)

[User Agreement](#)

[Cookie Policy](#)

Other relevant documents are available on [Yandex Legal Documents](#)

### Security Certificates

[Yandex ID](#)  
ISO/IEC 27001

[Yandex Mail](#)  
ISO/IEC 27001

[AppMetrica and Yandex Metrica](#)  
ISO/IEC 27001

[Yandex Pay](#)  
PCI DSS 4.0

[Yandex Cloud](#)  
ISO/IEC 27001, ISO/IEC 27017, ISO/IEC 27018, ISO/IEC 27701, PCI DSS, Cloud Security Alliance



# Yandex's Information Security System

The information security team regularly presents the results of its work to company management, and information security is a regular agenda item for meetings of the Audit Committee of the Board of Directors.

The security of each individual service and the entire Yandex infrastructure is monitored around the clock by the **automated information security center**. When it detects any unusual behavior, the security team responds immediately.

## Yandex Cloud Security

Security for the Yandex Cloud infrastructure is designed to ensure that a single threat is addressed by multiple protection measures at various levels. The cloud platform is audited – both internally and externally – to assess compliance with standards and requirements at all stages, from service development to user experience. Yandex Cloud is also developing its own security services, such as **Smart Web Security**, to protect against DDoS attacks.

In 2024, Yandex Cloud developed **Security Deck**, a service for the unified management of cloud infrastructure security. Security Deck allows companies to identify cyber threats, control employee access rights to data, and minimize the risk of leaks in digital products hosted in the cloud.

You can learn more about Yandex Cloud security [here](#).

## Bug Bounty

**Bug Bounty** is an ongoing initiative that promotes vulnerability hunting across Yandex's infrastructure and all services. Anyone interested in cybersecurity can hunt for bugs in our services, report them, and earn rewards. This helps us continuously improve the reliability of our security system and learn about possible risks before they cause any damage.

We regularly hold special Bug Bounty contests to hunt for vulnerabilities within certain services or find specific issues. In 2024, we held **four contests**: for mobile apps, Delivery, Dialogs,<sup>1</sup> and Edadeal. Yandex Cloud and Mobile Apps were selected to be separate and specific Bug Bounty categories.

A total of 749 users contributed to Bug Bounty in 2024, 40% more than the previous year, earning RUB 50,800,000. The program has expanded significantly with the rise of ethical hackers.

In total, "bounty hunters" submitted 980 qualifying bug reports, a third more than the previous year, and were awarded for 523 of these reports. The remaining reports contained vulnerabilities or issues that had already been identified by other users or the security team.

**749 users**  
hunted for bugs on Yandex services

**50.8 RUB MM**  
were paid out for bug hunting in 2024



<sup>1</sup> Yandex Dialogs is a platform through which users can create skills for Alice, our virtual assistant.

# Personal Data Protection

TC-IM-220a.4

TC-SI-220a.4

User data security remains among Yandex's key priorities. We handle data in compliance with legal regulations and strict [principles](#). These include empowering users to manage their own data, processing data for specific purposes only, and only when absolutely necessary, limiting data retention to necessary periods only, prohibiting the sale of data, and ensuring transparent communication with users.

The **Privacy Office** is the Yandex division responsible for user privacy. Among its primary tasks, the division develops data management tools on Yandex ID. Yandex's Data Privacy Officers implement new principles and tools for the secure and ethical processing of data. These specialists are incorporated into teams across all key Yandex services.

Every employee, without exception, is responsible for ensuring the safety of user data, as established in the [Code of Business Ethics and Conduct](#). In an effort to teach employees proper behavior, we provide training on data protection, handling confidential information, and anti-phishing precautions. Employees in specialized roles also complete a number of specially designed courses, including on secure development.

To celebrate Data Protection Day, we released a [free public course](#) on how to properly store and process data. The course is aimed at SME representatives and employees of non-profit organizations and social institutions, helping them learn more about what is considered personal data and how to handle it.

## Yandex ID Security

**Yandex ID** is a unified account used to sign in to Yandex services and partner platforms. Users can [see](#) which devices, services, and accounts are granted access to Yandex ID, and [download or delete](#) data shared with Yandex.

In 2024, Yandex ID also introduced a tool to easily and conveniently **customize account security**, allowing users to check the security of their account and set up additional layers of protection. The tool can be found in your Yandex ID account, under [Security](#). Through it, we have expanded users' options to protect their data on Yandex ID, offering four layers of protection that each provide users with simple and clear suggestions on how to enhance their account security.

We are also investing in technologies and tools that make Yandex ID more secure and convenient. For example, users can sign in to Yandex services and other websites or apps that use Yandex ID without a password by instead using a QR code, Yandex Key, or face/fingerprint recognition.

You can learn more about how users can enhance their account security [here](#).

## Industry Standard for Data Protection

In 2024, Yandex joined the [Industry Standard for Data Protection](#). This standard was introduced by the Big Data Association, which includes telecommunications service providers, banks, and major IT companies (including Yandex). It provides a set of criteria and metrics to evaluate organizational and management processes in relation to a company's data protection.

A recent audit confirmed that Yandex ID's data storage and protection comply with the standard (conducted by independent third-party experts). Auditors analyzed its compliance with the Industry Standard for Data Protection and completed a comprehensive review of its safety management system based on 29 criteria. As a result, Yandex ID received a total of 27.5 out of 29, with the minimum threshold being 18. These results confirm that the Yandex ID information security system operates well, and the team is making every effort to ensure reliable data protection.

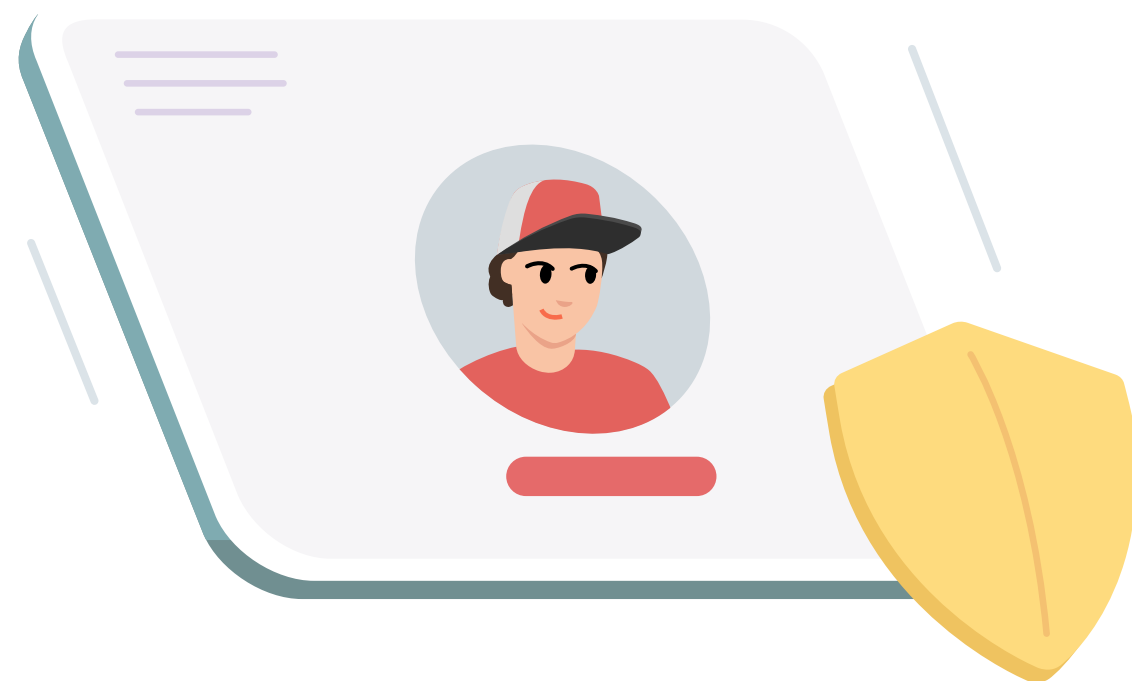


# Personal Data Protection

Every six months, we update the [Transparency Report](#) to disclose how Yandex handles requests from government agencies and how users manage their data on Yandex services. A total of 36,540 requests from government entities were received in the first half of 2024, of which 20% were declined. The second half saw 41,439 requests, with a 32% refusal rate.

We also publish statistics on the number of user requests to download and delete data collected by our services. In 2024, we received 329,433 requests to delete user data and 224,135 requests to download user data archives.<sup>1</sup>

[Yandex Music](#) also publishes a separate [Transparency Report](#) where we explain how content appears on our platform and why it may be unavailable.



<sup>1</sup> A single user can send several requests. After receiving a request, the data is promptly removed from our servers within 24 hours. If the data is legally required to be retained for a specified period, we ensure its deletion at the appropriate time.

## Alice's Security

Alice, our virtual assistant, is only activated when a user addresses her; i.e., when they say an activating phrase. Our smart devices feature buttons, lights, and other elements that show Alice's status and allow users to control her presence in their lives. For example, smart speakers and TV stations featuring Alice have a mute button that allows users to manually turn off the microphone, powering down and disabling Alice. You can learn more about how the mute button works in [our article on Habr](#).

We ensure user data privacy by applying protection practices that comply with smart device industry standards, including data encryption and hacking protection.

For example, prompts to Alice are encrypted when sent to Yandex servers. We use the TLS protocol, which allows us to generate a separate key for each session and ensures a high level of security.

For more information on how we ensure content safety in smart devices featuring Alice, please refer to the [Content Quality and Digital Environment Safety](#) section. You can learn more about user privacy with Alice [here](#).





# Quality Content and Safe Digital Environment



GRI 416-1

TC-IM-220a.1

CG-EC-220a.2

TC-SI-220a.1

Digital services are an integral part of our lives, simplifying our day-to-day and advancing what's possible in education, business, entertainment, and more. However, the internet is also full of low-quality information, fraud, spam, and other threats.

We take special care to ensure the quality and safety of the content on our services and strive to create a safe digital environment where users can be comfortable using modern technology.



## Yandex Search Quality

Yandex Search aims to provide users with complete, useful, and relevant answers to meet their needs quickly and conveniently. Search results are generated by AI algorithms to guarantee an unbiased ranking and presentation of data as per [Yandex's Search Ranking Principles](#). Links to prohibited sites are removed from search results.<sup>1</sup>

We regularly improve Yandex Search to make it more accurate, faster, and easier to use. In 2024, we released several major updates, including **Neuro** in Yandex Search results. Neuro combs the combined knowledge of the internet and leverages multiple sources to provide a single concise answer to user questions. Neuro answers are displayed in the search results when relevant to help users save time. There's also an input field below Neuro, where users can ask additional questions.

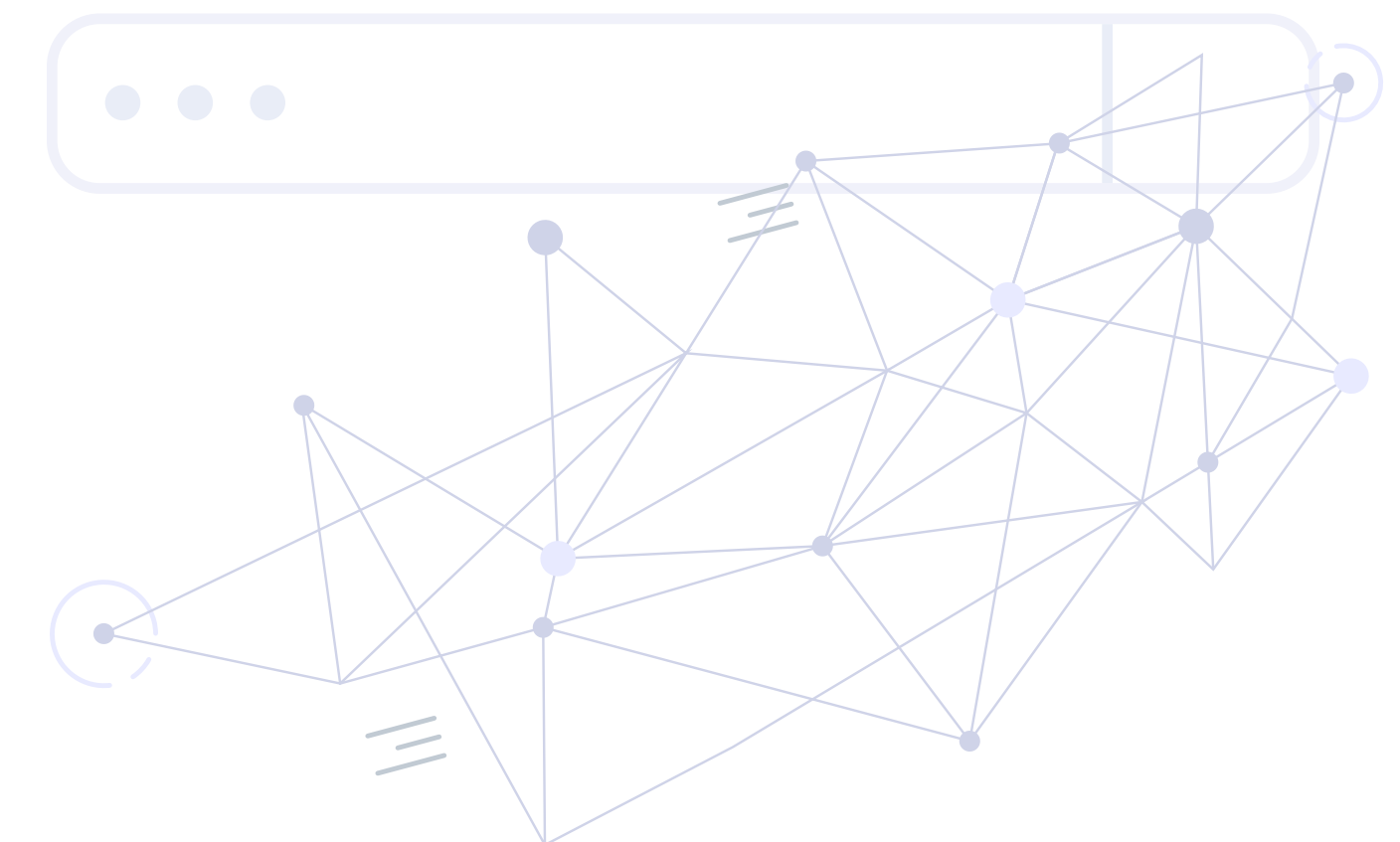
Yandex Search with Neuro now also handles complex questions that don't have a direct answer and may involve multiple topics. For example, to see if a flight from Moscow is longer to Beijing or Hanoi, users used to have to check flights to both cities separately. Neuro automatically divides the question into two parts, studies the information on each, and provides a comprehensive answer.

Neuro even knows how to answer questions about specific details in images from Image Search and Smart Camera. This feature is powered by a new neural network that better recognizes objects in uploaded images. Now users can find out more about an image and ask questions about specific details. For example, when walking through a museum, you can take a picture of a Dutch still life painting and ask Neuro what certain objects in the painting symbolize.

Read more about how Yandex AI helps users in the [Technology](#) chapter.

### 9.4 MM people

used Neuro in Yandex Search daily  
Q1 2025 data



<sup>1</sup> Yandex is required to remove search results that link to websites included on Roskomnadzor's register of prohibited websites. Results for these websites are removed automatically as soon as they appear on the register. We disclose the number of removed links in the [Transparency Report](#). Users who attempt to visit a prohibited web page receive a notification that it has been removed as per the legal requirements.



## Yandex Search Quality

Another major update was banking product searches to help users find the highest interest rates for deposits, compare mortgage offers, and choose the right debit card. Now when users search for financial products and services, a special section appears in Yandex Search with offers from different banks. This allows users to compare offers from different organizations and calculate how much they can earn or owe.

### Technologies for Preserving History and Studying the Past

We continue to grow our [Archive Search](#) service, which helps users quickly find references to people, places, and events in handwritten sources from the 18th to 20th centuries.

Archive Search's decryption technology is based on optical character recognition. Yandex's neural network recognizes letters no longer used in the modern alphabet, accounts for handwriting style, and converts illegible handwriting into printed text in mere seconds.

Today, the database contains more than 17 million pages of historical material from the archives of 20 regions across the country. In 2024, archives from Primorye, Khabarovsk Krai, Dagestan, Chuvashia, Mordovia, Yakutia, Kemerovo, Omsk, Moscow, and other regions were added. The collection of periodicals now includes Vechernyaya Moskva, Sibirskaya Zhizn, Senatskie Vedomosti, Krasnaya Zvezda, Russkiy Invalid, and pre-revolutionary editions of Kommersant. New reference materials were also added, including address calendars, memorandum books of provinces in the Russian Empire, catalogues of industrial and commercial enterprises, and home address directories. The collection was further expanded with Lists of Ranks and information about the professional activities of doctors, such as details about where they served, how they lived, their social circles, and even income.

**>17 MM**

pages of historical material are available in Archive Search, from the archives of 20 regions across the country



## Protection Against Fraud and Scam

Our algorithms help protect users from scammers and undesirable or malicious content.



### Protection Against Spam Calls

The free caller ID available in the Yandex with Alice app protects users from calls from unknown numbers, blocks spam and scam calls, and notifies users when calls are important (for example, from a clinic or delivery service). The service relies on a database of phone numbers that is continuously updated from open sources, trusted partners, and user feedback.

In 2024, Yandex's automatic caller ID **processed** almost 1.5 billion calls from unknown numbers, 800 million of which were unwanted or fraudulent. Compared to 2023, their share increased by 16% and topped 56% of total call volumes. More than 2 million calls from unknown numbers were received by users in messengers, 5% of which were marked as unwanted.

**1.5 BN**

calls handled by caller ID, of which **56%** were marked as unwanted

**55 MM**

calls could be safely ignored by users



# Protection Against Fraud and Scam

## Protection Against Spam Emails

Despite the **downward trend** of email spam over the past five years, scammers are becoming more sophisticated in terms of content and methods used to disguise spam as legitimate messages.

Yandex 360 uses complex algorithms and machine learning to check all incoming emails for suspicious signs and filter spam. Algorithms analyze the sender's address, attachments, links, and thousands of other factors using AI to detect similarities to spam.

In 2024, Yandex 360's mail servers **processed** around 86.7 billion incoming emails. About a quarter of them (21.1 billion) were sent to spam or blocked as potentially dangerous by the spam filter.

Spam protection increases cybersecurity and helps reduce the energy consumption of personal devices when working with email. To learn more, check out the **Carbon Footprint** section.

**86.7 BN**

incoming emails processed by spam protection in 2024,  
~21.1 BN of which were sent to spam or blocked

**~58 MM**

emails sent to the Spam folder every day

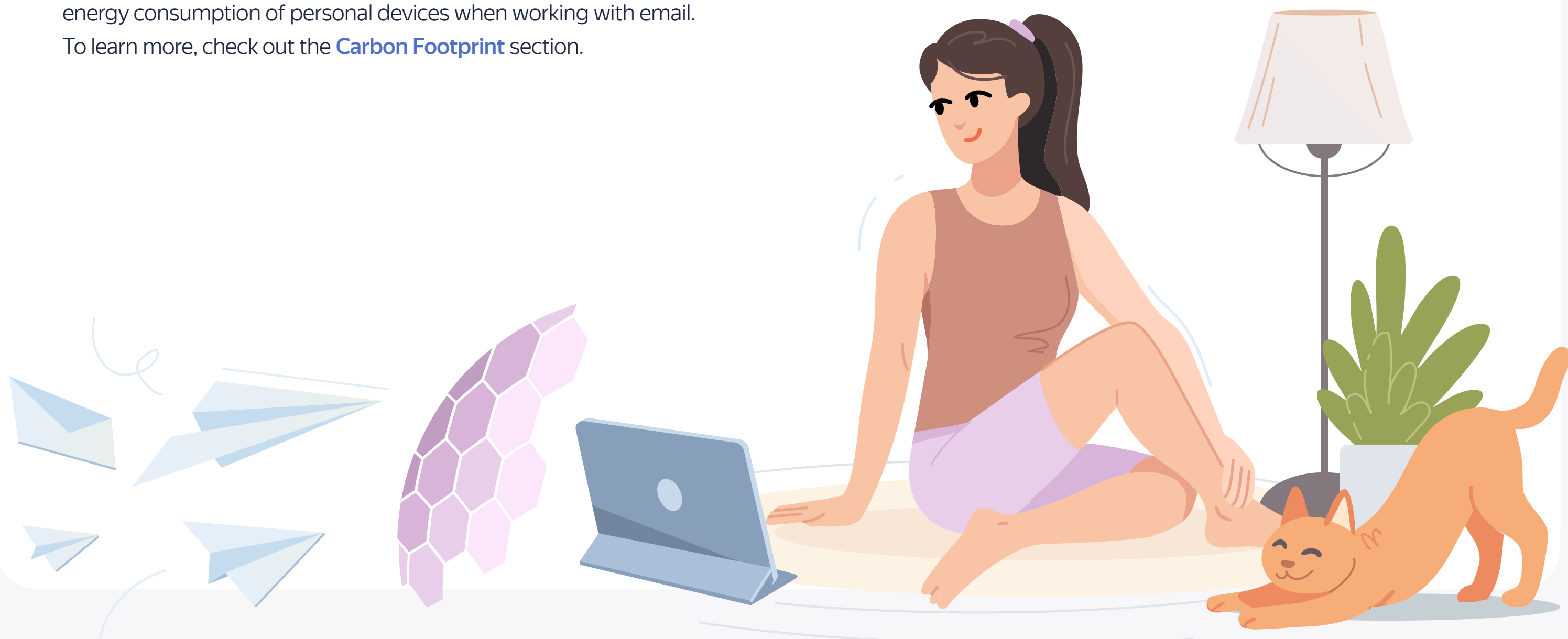
## User Security in Yandex Browser

Yandex Browser keeps over 90 million users secure every month with built-in Protect technology. This active solution blocks malicious sites, checks downloaded files for viruses, protects passwords and payment data from theft, and warns when entering bank card information might be dangerous.

In 2024, Yandex Browser protected around 9 million users every month from visiting dangerous sites. Thanks to built-in AI, it's learned to more precisely identify threats by checking websites for phishing in real time. Every day, Yandex Browser shows about two million warnings about potentially fraudulent sites. Learn more about Yandex Browser's security features [here](#).

**~9 MM**

Yandex Browser users protected from redirects to fraudulent sites every month





## Safe Content in Alice

Alice is an AI virtual assistant that's always happy to help, even without human interaction. The neural networks powering Alice's responses are designed to be both helpful and harmless. They shouldn't shock, offend, or accuse users. If the answer to a question could be harmful to the user or anyone else, Alice won't continue the conversation.

Learn more about Alice smart device security [here](#).



## Protecting Children Online

The digital environment is a second home to children today: it's where they study, communicate, and learn about the world. The technologies we create today form the spaces where new generations will grow and develop.

We use advanced safety features and technologies to shield young users from harmful content. Explore our separate [Children Safety Report](#) to learn more.

### ID Yandex ID

Parents can create a children's account in **Yandex ID** that works in Yandex Search, Yandex Browser, smart devices with Alice, Yandex Music, and Kinopoisk. These accounts filter out and hide age-inappropriate content, such as songs with obscene language in Yandex Music. Learn more about Yandex ID children's accounts [here](#).

# 1.7 MM

Yandex ID children's accounts registered as of the end of 2024  
1.5x more than at the end of 2023



### Y Yandex Search and Yandex Browser

**Yandex Search** has a Family Mode to keep children from accessing age-inappropriate content. This mode is enabled by default in children's accounts and also hides sites with obscene language and search results on inappropriate topics, such as alcohol and tobacco.

# 2.1 MM

unique users activated Family Mode in Yandex Search as of the end of 2024  
2.5x more than at the end of 2023



# Protecting Children Online



**Alice**

The **Home with Alice** app settings include an “Understand kids” option. When activated, Alice will automatically switch to children’s mode and filter age-restricted content when she hears a child’s voice. You can also activate infant mode in the app for 0+ content. In these modes, age-restricted content won’t be available, even if requested directly.

Alice can’t pinpoint a child’s age by voice alone, so she answers in a way that both a two-year-old and a ten-year-old could understand. However, for some questions, she’ll send kids to their parents instead of answering herself. Every family has their own worldview and beliefs, so Alice tries to avoid complex, ambiguous topics with kids.

With the Pro option, Alice offers games, educational quests, and other activities for kids, which were developed by educational psychologists. For example, the Yandex Textbook team creates games to develop logical thinking and mental arithmetic skills.



**Yandex Music**

**Yandex Music** has a Kids section full of children’s songs, fairytales, educational audio material, and other content for children. As in other services, children’s account users won’t be exposed to inappropriate content or obscene language.

We also supported the initiative of the Music Industry Association (MIA) to draft **recommendations for handling dangerous or inappropriate content** and became the first service to implement them.<sup>1</sup> In April 2024–March 2025, we marked 76,967 songs with the “(!)” tags to protect children from potentially disturbing content. In accordance with the recommendations, Yandex Music can also restrict individual songs marked “(!)” from being included in general recommendations to protect a wide range of users. However, fans of the music will still have access to it in their own collections or through the search results. A total of 3,214 songs were removed from recommendations in April 2024–March 2025.

<sup>1</sup> To apply these rules, a team of independent experts from the Higher School of Economics Scientific and Educational Laboratory of Linguistic Conflictology and Modern Communication Practices was created to develop rule application guidelines. The team continues to advise us in complicated cases, taking into account the interests of artists and maintaining a balance between them and user safety.



**Kinopoisk**

In **Kinopoisk**, children’s accounts restrict underage access to age-restricted content. Parents can set a PIN code to open videos outside the children’s section or limit viewing time – at the end of a cartoon or the beginning of the next episode, a KikoRiki character will appear on screen and suggest that the child take a break for the day.

**35 %**

of the Kinopoisk audience watched children’s content in 2024

### Top 5 cartoons among children and their parents

- 1 Kid-E-Cats
- 2 Masha and the Bear
- 3 Blue Tractor
- 4 The Barkers
- 5 Miraculous: Tales of Ladybug & Cat Noir





# Advertising Content Quality and Safety

**Yandex Direct** is Russia's largest online advertisement platform. Advertisers can publish ads on Yandex platforms (for example, Yandex Search) and on sites and applications in the Yandex Advertising Network. Yandex connects advertisers and users. In this position, our focus is twofold: to help honest businesses attract customers effectively and to protect users from low-quality and unsafe content.

All ads undergo moderation in order to check compliance with the advertising **rules and requirements** established in the **Yandex Advertising Policy**. Yandex checks about 230 million ads every day through an automated moderation process that undergoes regular improvement. In 2024, we leveraged AI to speed up the process of finding and blocking scam ads by a factor of 12.

We also believe it's important for users to know when they're viewing AI-generated content. In 2024, we started **marking ads created using AI**. The labels were added to ads with images generated by YandexART in Yandex Direct. If an online ad has AI-generated images, you can check the label by clicking the three dots in the upper right corner.

Learn more about our AI ethics in the **Technology** chapter.



**> 230 MM**

ads are submitted for moderation every day

**300 K**

fraudulent Yandex Direct accounts were permanently blocked in 2024

40% more than last year

**< 27 %**

of advertisers wait longer than 20 minutes for a moderation decision

around 33% in 2023



**> 20 K**

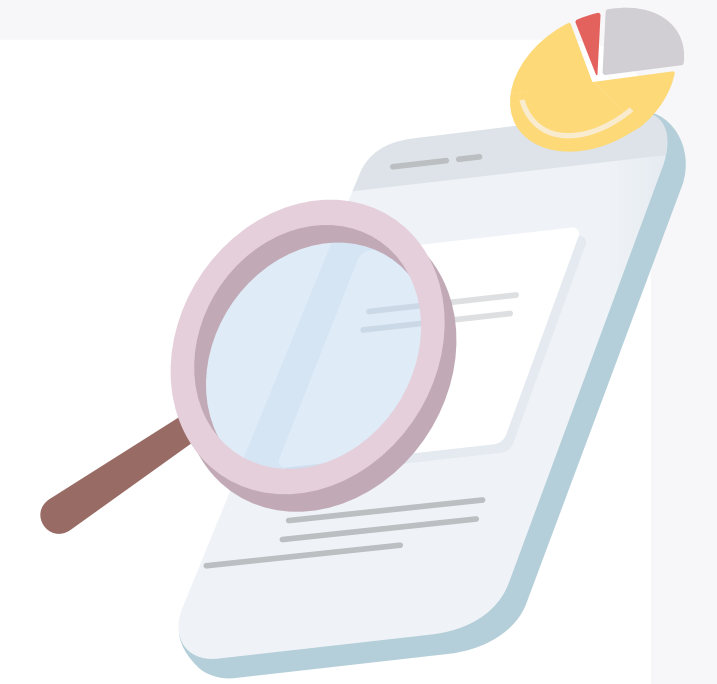
sites

**~ 4 K**

apps

**~ 29 K**

**Telegram channels** were blocked and prohibited from using the advertising network in 2024 for rule violations





# Business Ethics and Anti-Corruption



GRI 2-23   GRI 2-24   GRI 2-25   GRI 2-26   GRI 205-2

Everything the company does is governed by [Yandex's Code of Business Ethics and Conduct](#) and the [corporate values](#) that we have cultivated over the years. These values include a zero-tolerance policy towards corruption and bribery, support for fair competition, the development of services that benefit people (even if they may never become profitable) and responsibility for the safety of their use, and respect for the culture, language, and other characteristics of local markets.<sup>1</sup>

All company employees must comply with the Code of Business Ethics & Conduct. We also expect our business partners to follow the same principles, as outlined in the separate [Supplier Code of Conduct](#). These documents include provisions of applicable legislation and international conventions, including the Universal Declaration of Human Rights, United Nations Guiding Principles on Business and Human Rights (UNGPs), International Labor Organization (ILO) Convention, and the UN Global Compact, among others.

We have established a dedicated hotline to facilitate the reporting of business ethics violations via a [special form](#). It is available to employees, users, partners, and clients, including anonymously. We do not tolerate retaliation against those who seek help and report misconduct in good faith. All reports are treated with the strictest confidentiality and reviewed by a panel including members of the Ethics Committee. The findings of investigations inform our subsequent actions, from warnings to any disciplinary measures against the wrongdoer.

## Training in Business Ethics

All employees undergo mandatory annual training on business ethics.<sup>2</sup> The online course provides insights into high-risk situations and guidance on appropriate responses, including how to recognize conflicts of interest and corrupt or discriminatory actions, and how to respond to them properly.

During annual compliance events, employees have the opportunity to reinforce their knowledge of business ethics. In 2024, interactive materials included comic series, quizzes, film viewings, discussions about ethical issues at work, and other relevant discussions. Events were held throughout the year to accommodate as many employees as possible.



GRI 205-3   MED 43

<sup>1</sup> There were no violations of the applicable anti-corruption laws at Yandex in 2024. No court rulings relating to corruption were made against the company or, as far as Yandex is aware, against its employees. Nor were we aware of any breaches of the applicable anti-corruption requirements among Yandex's business partners within the scope of their relations with the company.

<sup>2</sup> Data on employee training in business ethics and anti-corruption are presented in the [Annex to the Report](#).

## Protecting the Interests of Rights Holders

SV-ME-520a.1

We protect our intellectual property and the copyrights of third parties, safeguarding our innovative products with patents and obtaining exclusive rights to use them. By the end of 2024, Yandex's patent portfolio included 1,113 patents, while an additional 228 patent applications were pending.

We also support rights holders and develop tools to effectively deal with illegal content. In the fall of 2018, Yandex, together with other major companies and rights holders, signed the Memorandum of Cooperation in the Area of Protection of Exclusive Rights. As part of the Memorandum, a registry of links to pages with allegedly illegal content was created. The registry is filled by copyright holders, and reported links are removed from Yandex search results within a few hours. The number of links removed at the request of copyright holders is disclosed in our [Transparency Report](#).

**180.6 MM**

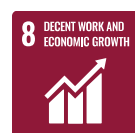
links were removed from Yandex search results at the request of copyright holders in 2024

**345.2 MM**

links have been removed since the signing of the Memorandum in October 2018



# Responsible Procurement



GRI 2-6

GRI 204-1

MED 8

MED 9

Procurement quality and efficiency affect a range of processes, from equipping employee workplaces to creating new services. Suppliers can be involved at any step throughout these processes, including design, launch, and development.

In 2024, over 13,000 suppliers collaborated with Yandex, and more than 11,300 worked with the Ecom & Ridetech Business Group. Many of these suppliers remain our long-term partners. We build our procurement procedures on the principles of integrity, reliability, adherence to obligations, mutual benefit, and flexibility. This helps us meet business needs even when external conditions are unstable.

We expect all of our suppliers to adhere to the ethical principles outlined in the [Yandex Group Supplier Code of Conduct](#). Our priorities include good-faith business practices, provision of safe working conditions, respect for human rights and freedoms in and outside the workplace, and environmental responsibility. Yandex undertakes to uphold these values in line with [Yandex Group's Code of Conduct and Business Ethics](#).

Procurement is managed by several departments within the company. These departments cover all Yandex divisions and services and are responsible for [various order categories](#), from advertising, insurance, and software to construction and international purchases. Each department has developed their own procedure for supplier selection, which governs the procurement process and serves as a guideline for employees in the procurement department, as well as for the company's divisions that can make independent purchases.

The majority of document management with suppliers is carried out electronically to make the process more convenient, faster, and less expensive than the traditional paper method. However, suppliers can still print and mail documents if unable to transition to an Electronic Document Management (EDM) system.

<sup>2</sup> Individual entrepreneurs and self-employed individuals are included in these statistics, since the internal accounting system does not currently allow for a more detailed categorization of suppliers belonging to small and midsize businesses.

<sup>1</sup> The Ecom & Ridetech Business Group keeps a separate record.

>13 K

suppliers partnered with Yandex in Russia and internationally in 2024

>11.3 K

suppliers partnered with the Ecom & Ridetech Business Group<sup>1</sup> in Russia and internationally in 2024

>4.2 K

small businesses were Yandex suppliers<sup>2</sup> in Russia in 2024

>3.1 K

small businesses were Ecom & Ridetech suppliers<sup>2</sup> in Russia in 2024

88%

of expenses for goods, works, and services were purchases from Russian businesses, out of the total volume of Yandex's purchases  
6% – share of expenses on purchases from small businesses<sup>2</sup>

82%

of expenses for goods, works, and services were purchases from Russian businesses, out of the total volume of the Ecom & Ridetech Business Group's purchases  
7% – share of expenses on purchases from small businesses<sup>2</sup>



# Environmental Impact

## Energy Efficiency **82**

Yandex Data Centers	82
Yandex Offices	85
Yandex Market Logistics Centers	86

## Packaging and Waste **87**

Yandex Market	87
Yandex Lavka	90
Yandex Offices	92

## Carbon Footprint **95**

Carbon Footprint of Yandex Infrastructure	95
Carbon Footprint of Yandex Services	96



# Energy Efficiency



The environmental sustainability of digital services starts with physical infrastructure: data centers, offices, and logistics centers.

Today's newest technologies, including generative AI, require more computing power and energy to use. Thus, maintaining high energy efficiency in these conditions is a key operational challenge for Yandex. Energy-efficient infrastructure spurs innovation without significant increases in energy costs or environmental impacts.

Detailed energy consumption statistics are available in the [appendix](#).



## Yandex Data Centers

- TC-IM-130a.3
- CG-EC-130a.3
- TC-SI-130a.3

### 1.15

average annual PUE of Yandex's **largest data centers**

For every 100 W of energy consumed by IT equipment, only 15 W is used for auxiliary systems (cooling, ventilation, lighting, etc.), 3.7x times below the world average (56 W in 2024)<sup>1</sup>

### 1.26

average annual PUE of **all Yandex data centers**

For every 100 W of energy consumed by IT equipment, only 26 W is used for auxiliary systems (cooling, ventilation, lighting, etc.), 2.2x times under the world average (56 W in 2024)



<sup>1</sup> According to the [Global Data Center Survey 2024](#), the average PUE of data centers worldwide in 2024 was 1.56.



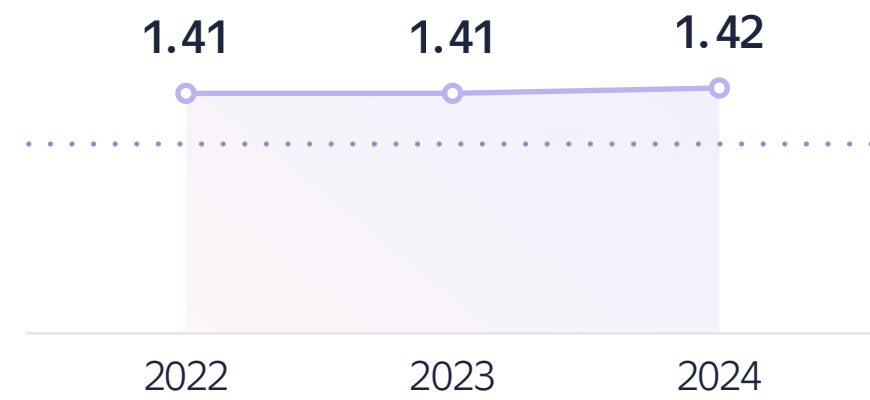
## PUE of Data Centers

GRI 302-3

MED 23

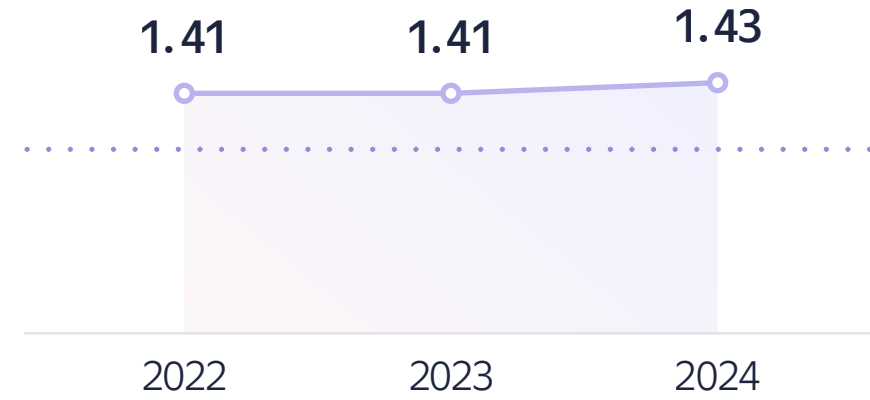
### DC Ivanteevka

Constructed in 2008



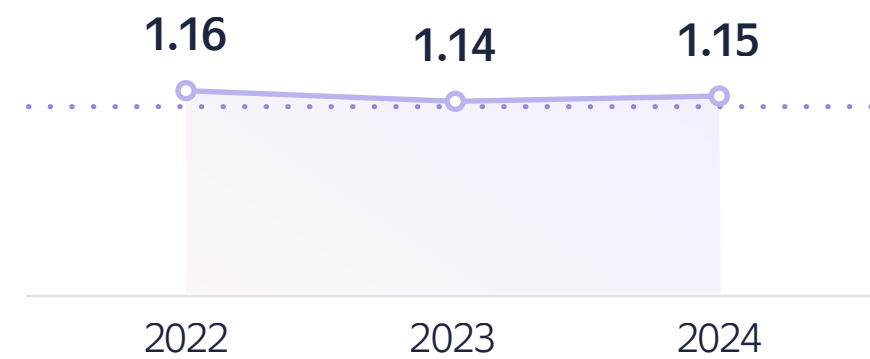
### DC Mytishchi

Constructed in 2009



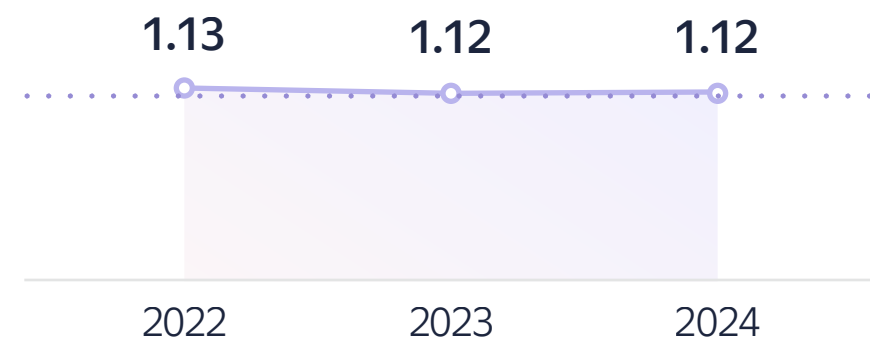
### DC Sasovo

Constructed in 2012



### DC Vladimir

Constructed in 2017



For the Kaluga data center commissioned in mid-2023, the PUE is recorded starting in 2024 (average annual value in 2024: 1.17).

•• The ideal PUE is 1.0

Data centers (DC) are the basis of Yandex’s infrastructure. They operate round-the-clock to ensure uninterrupted user access to services, but also require significant energy resources to power server equipment.

At the end of 2024, Yandex was operating five data centers. As a major consumer of electricity, we are dedicated to improving energy efficiency, even at the design stage of our facilities, and all of our data centers use the most modern energy-saving technologies available during construction.

One of Yandex’s key solutions is our proprietary server equipment, capable of operating stably at high temperatures. The thermal stability design of servers allows us to use air from outside instead of air conditioning systems using water and refrigerants. The free cooling systems bring filtered outdoor air into the server rooms, while returning the heated air back into the atmosphere. The use of free cooling has a positive three-pronged effect: reduced energy consumption, reduced capital costs, and optimized use of data center space.

We also have other technological solutions that help maintain high energy efficiency. For example, Yandex supercomputers use an optimized heat dissipation system that reduces energy costs for cooling. They consume 30–50% less energy on computing than servers with standard architecture doing similar tasks.

In 2024, the average power usage effectiveness (PUE)<sup>1</sup> of Yandex data centers remained **1.26** – the same as in 2023 (1.26) and close to the value in 2022 (1.25).

Yandex’s average annual PUE for its largest data centers was **1.15**, which is comparable to global industry leaders and 26% more efficient than the worldwide average (1.56 in 2024).<sup>2</sup>

<sup>1</sup> Power usage effectiveness (PUE) is calculated as the ratio of the total amount of power used by a data center facility to the power delivered to computing equipment. It’s used to assess how efficiently a data center consumes electricity.

The 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 an additional 0.5 watts in overhead to support server operation (cooling, lighting, etc.).

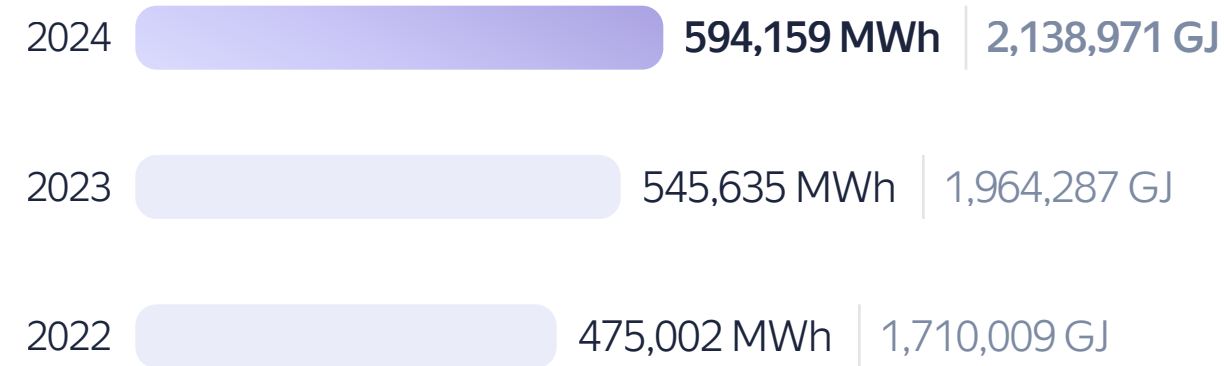
<sup>2</sup> In other words, Yandex data centers used 26% less energy to service infrastructure (cooling, ventilation, other auxiliary systems) than the average data center worldwide.



# Yandex Data Centers

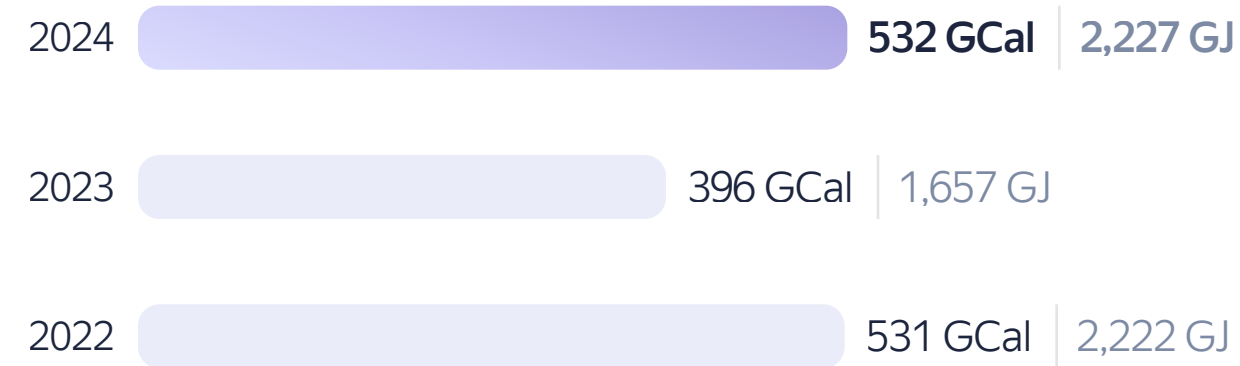
GRI 302-1 TC-IM-130a.1 CG-EC-130a.1 TC-SI-130a.1

## Total electricity consumption, MWh and GJ



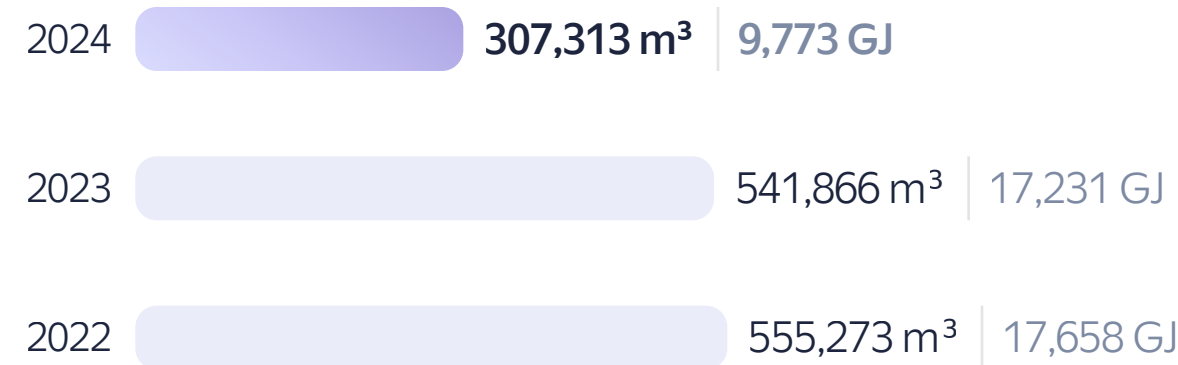
MWh/GJ conversion factor: 3.6

## Heat consumption, GCal and GJ



GCal/GJ conversion factor: 4.184

## Natural gas consumption, m³ and GJ



Inputs used for conversion to GJ: gas calorific value per m³ = ~0.0318 GJ

## Diesel consumption, liters and GJ



Inputs used for conversion to GJ: petrol calorific value per liter = ~0.0336 GJ

In 2024, **power consumption** in data centers increased by 9% compared to 2023 due to business growth.

We only **purchased heat** at DC Mytishchi. The 34% increase in heat consumption was due to a transition to full metering. Previously, a portion of the heat was included in the rent and not accounted for separately.

Compared to the previous reporting period, **diesel** consumption increased by 35% due to the use of diesel generators during the modernization of the high-voltage substation at DC Sasovo and commissioning tests of the generator unit in DC Vladimir.

**Natural gas** is utilized only at DC Sasovo to provide additional cooling for servers that are unable to handle high temperatures. When the outside air temperature exceeds the permissible operational threshold, the free cooling mode automatically switches to air recirculation mode with air cooling. In 2024, natural gas consumption decreased by 43% due to the decommissioning of a number of modules that were cooled in the summer using absorption refrigeration systems.



# Yandex Offices

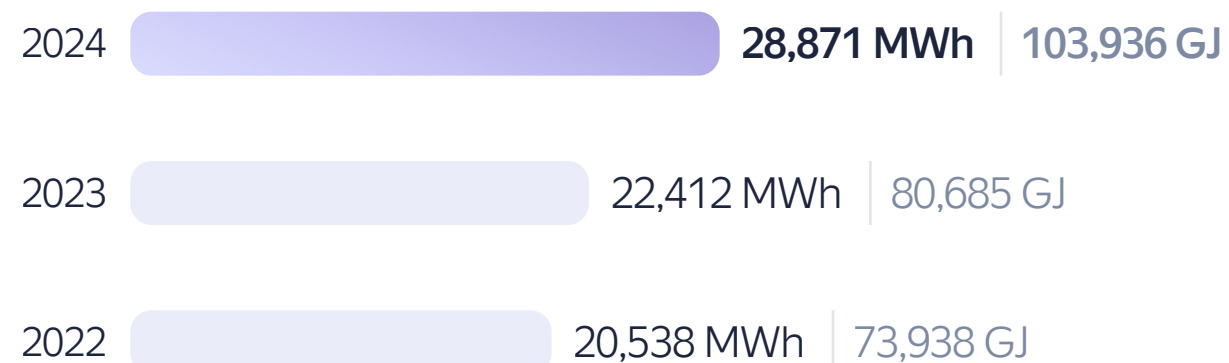
MED 22   GRI 302-1   TC-IM-130a.1   CG-EC-130a.1   TC-SI-130a.1

Electricity and heat consumption in offices increased by 28% and 14% year-on-year, respectively. This is due to a 13% increase in office space and a higher number of employees working in offices.

In 2024, we also commissioned **solar power stations** in our Rostov-on-Don and Sochi offices, which generated 29,110 kWh of energy over the year. The Rostov office has a traditional solar station with a capacity of 26 kW, or enough to simultaneously power 185 laptops or 10 electric kettles. The station has photovoltaic panels and an inverter that converts direct current into alternating current to power electrical appliances.

The station in our Sochi office is a more complex hybrid system with batteries. It was designed to ensure an uninterrupted power supply at night for street tents and common areas such as terraces and coffee points. Both solar station projects are in the pilot stage to help us test new technologies, learn how to work with solar equipment, and gain experience to apply in other offices.

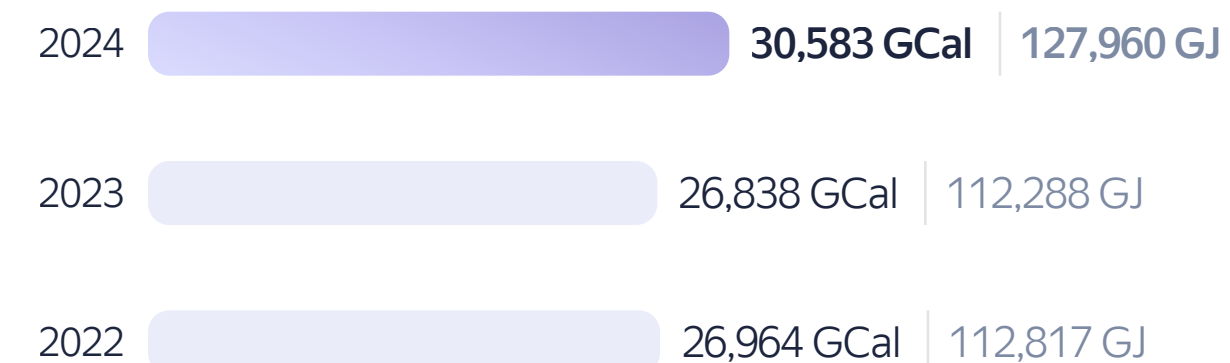
## Electricity consumption at offices, MWh



MWh/GJ conversion factor: 3.6

Data on power consumption in Yandex offices in Russia. In 2024, this includes 31 Yandex offices (97% of the company's total office space in Russia in 2024), 24 Yandex offices in 2023 (97% of office space), and 24 offices in 2022 (99% of office space).

## Heat consumption at offices, GCal



GCal/GJ conversion factor: 4.184

Data on heat consumption in Yandex offices in Russia. In 2024, this includes 16 Yandex offices (83% of the company's total office space in Russia in 2024), 11 Yandex offices in 2023 (74% of office space), and 13 offices in 2022 (74% of office space).





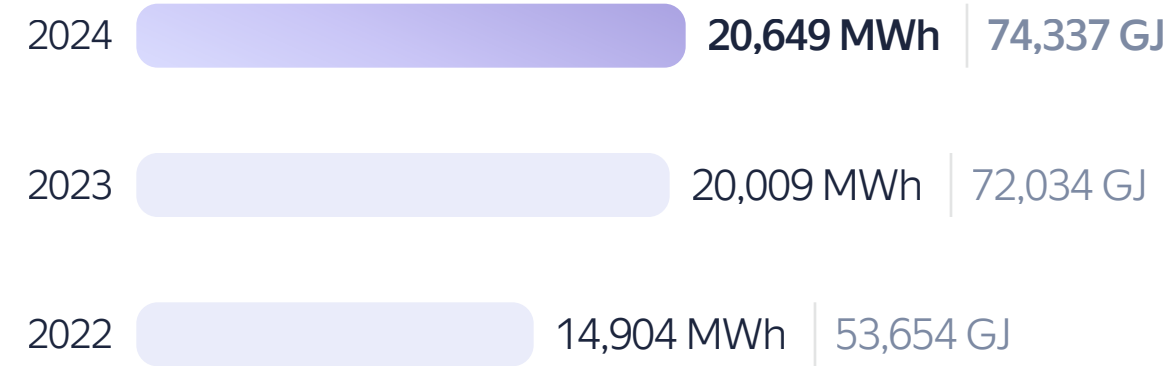
# Yandex Market Logistics Centers

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

Yandex Market has two types of logistics facilities: **fulfillment centers**, where goods are stored, checked, packaged and sent to customers, and **sorting centers**, where packaged orders are received for shipment to other regions.

In 2024, we managed more than 20 of our own logistics centers throughout Russia. Compared to the previous reporting period, power consumption increased slightly, by 3%, while heat consumption decreased by 10%.

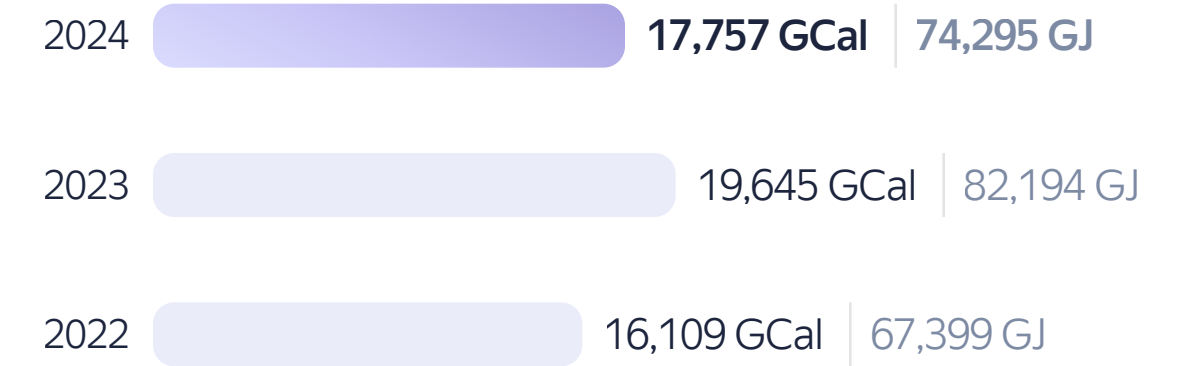
## Power consumption at Yandex Market's own fulfillment and sorting centers, MWh



MWh/GJ conversion factor: 3.6

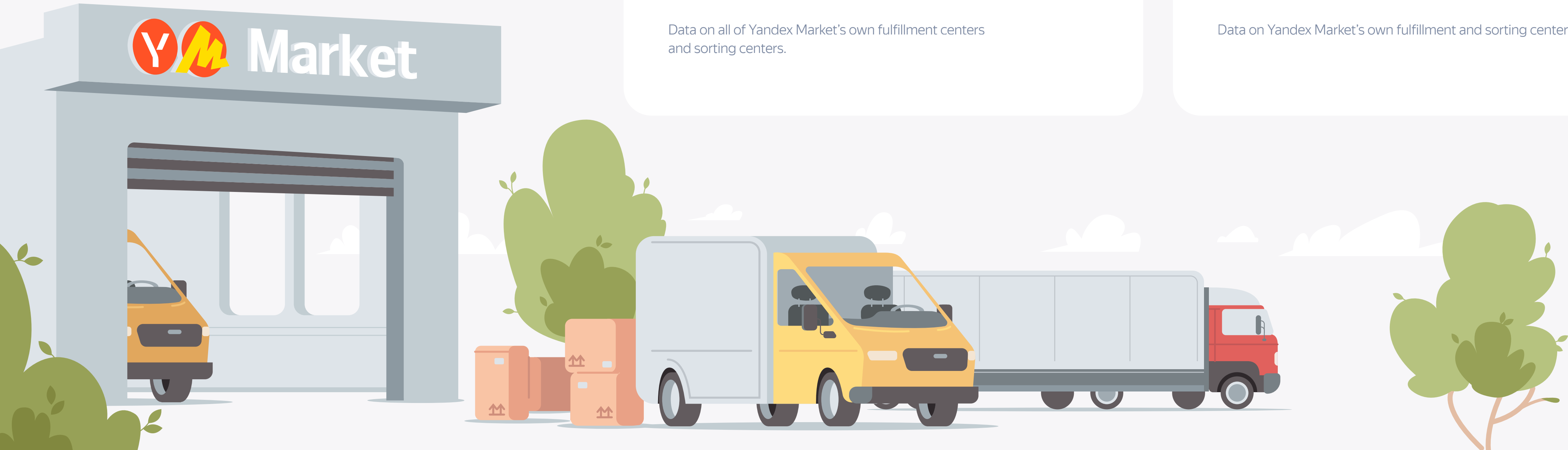
Data on all of Yandex Market's own fulfillment centers and sorting centers.

## Heat consumption at Yandex Market's own fulfillment and sorting centers, GCal



GCal/GJ conversion factor: 4.184

Data on Yandex Market's own fulfillment and sorting centers.





# Packaging and Waste



- GRI 301-1
- GRI 301-2
- GRI 306-1
- GRI 306-2
- GRI 306-3
- GRI 306-4
- CG-EC-410a.2

Efficient waste management is a key part of Yandex’s environmental initiatives. We strive to use packaging materials sustainably, reducing the volume of waste generated, opting for sustainable materials, and eliminating packaging that doesn’t improve product safety or condition.

These efforts are especially important in Yandex Market, Yandex Lavka, and other e-commerce and delivery services, where efficient waste management is important to both help the environment and reduce costs.

See how **special features** in Yandex services help users make eco-friendly habits part of their daily lives

[Ecologika Project](#)



## Yandex Market

### Volume of packaging used in Yandex Market, MT

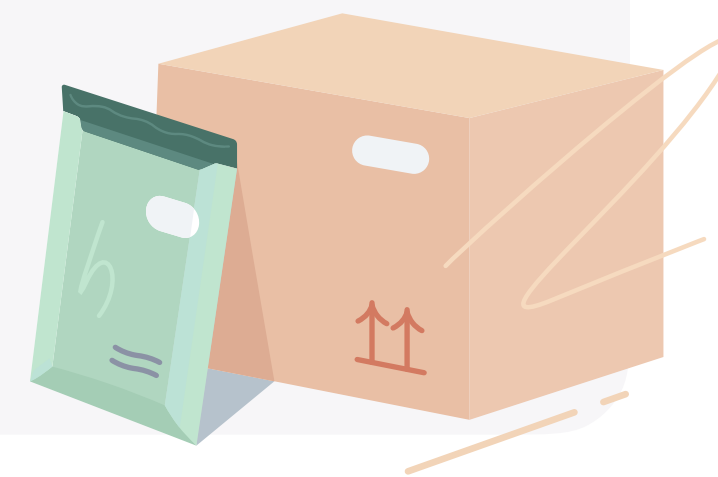


# 91%

Yandex Market delivery packaging made from recyclable materials  
 62% from recycled materials  
 97% and 58% in 2023

# ↓ 18%

less packaging used compared to 2023



We use transport packaging to ensure that goods purchased on Yandex Market are delivered without being damaged in transit.

In 2024, the total number of orders shipped from fulfillment centers increased by a factor of 1.4 compared to 2023, while the cost of packaging one order decreased by 27%, and the total volume of packaging used decreased by 18%. This is thanks to our project for delivering goods without individual transport packaging. Goods in their original packaging (except liquids, fragile and expensive goods, and age-restricted goods) are placed in large containers and shipped to pickup points. Then, pickup point staff distribute the goods by order, and users come to pick them up in their original packaging. In 2024, door-to-door and one-click delivery orders were also included in the project.<sup>1</sup>

By the end of 2024, 95% of orders from all Yandex Market warehouses were sent to users in their factory packaging, or with minimal transport packaging (bubble wrap or a handleless bag if required). The total share of orders without packaging for all regions and orders with different logistics models is about 45–50%.

In 2024, the share of recycled materials used also increased from 58% to 62%. Despite the reduction in the use of cardboard boxes and paper filler made from recycled materials, Yandex Market now chooses packaging made from polymers with recycled materials more often. For example, the use of stretch film made with recycled materials (up to 20%) increased by a factor of 4.5 compared to 2023. In addition, courier bags contain 30% recycled content.

<sup>1</sup> Small or medium-sized items first arrive at a Yandex Lavka dark store near the delivery address, and are delivered to the recipient’s door when the user requests a courier in the app.

<sup>2</sup> Chart figures are presented as whole numbers and may contain rounding differences from aggregated totals.



# Yandex Market

## Packaging optimization



### Recommendations for sellers

Yandex Market has convenient instructions with [order packaging recommendations](#) available for partner sellers about different packaging materials, partnership models with the service, and product types (fragile items, electronics, etc.). For products that already have durable factory packaging, we recommend not using any additional materials. For example, if dog food is packaged in multi-layer kraft paper that offers the same protection as a courier bag, that packaging will be sufficient for delivery with Yandex Market.



### Diversified delivery packaging

We use courier envelopes made from 30% recycled materials to deliver non-fragile goods.<sup>1</sup> These envelopes are also accepted for recycling in cities where Yandex Market operates. The envelopes provide a secure and snug enclosure without the need for additional filler materials, which helps conserve resources for their production. We continue to package fragile and high-value items in cardboard boxes, which are made from 100% recycled materials.



### Elimination of redundant packaging

We analyze how different categories of items hold up during transport, and deploy solutions to use the precise quantity of materials needed to ensure safe transportation. For door-to-door and one-click delivery, goods with sufficiently durable factory packaging are not additionally packaged. This includes pet food, drink packs, and soil, for example. We continue to increase the number of deliveries to pickup points that do not use additional transport packaging (branded courier envelopes or boxes).

↓ **27%**

lower packaging cost per order, thanks to optimization measures compared to 2023

**95%**

of orders from all of Yandex Market's own warehouses were shipped to customers in their own or minimal transport packaging by the end of 2024

**45–50%**

of orders did not use packaging for all regions and orders with different logistics models by the end of 2024

<sup>1</sup> Material with higher-percentage recycled content could not be used due to production constraints.



# Yandex Market

Packaging waste is generated in Yandex Market’s logistics centers from unloading deliveries from partners, moving cargo around the warehouse, and sorting and packing orders for delivery. This reflects both transport packaging from partner sellers and transport packaging purchased by Yandex Market. Cardboard, paper, and film are recycled, and reusable packaging (wooden pallets) is used to move goods between and within warehouses. Broken and old pallets are sent to a partner for repair and resale.

In 2024, our packaging waste totaled 21.3 thousand tons (0.5% less than in 2023), of which 58% was sent for recycling.

Detailed statistics on packaging use and waste generation in Yandex Market are available in the [appendix](#).

**>12 K MT**  
of packaging waste generated at Yandex Market’s logistics centers were sent for recycling  
**58%** of total packaging waste  
*>11 K MT in 2023 (54%)*

**>8.9 K MT**  
of wooden pallets were reused for transportation  
*>9.8 K MT in 2023*

**Textile collection at order pickup points**

Yandex Market, in collaboration with the Helping Hand foundation and nonprofit partners, set up collection bins for used clothing at order pickup points to recycle or donate to charity. Bins are currently available at 65 pickup points in five regions. In 2024, a total of more than 35 MT (metric tons) of clothes were donated or recycled.

**> 35 MT**  
of clothes collected at Yandex Market pickup points were donated to charity or recycled in 2024





# Yandex Lavka

## Sustainability of Yandex Lavka packaging<sup>1</sup>

**100%**

of bags used to deliver Yandex Lavka orders  
100% in 2023

**71%**

of packaging units produced under the Yandex Lavka brand  
67% is packaging from recyclable materials,  
4% is packaging containing recycled materials  
70% in 2023

**85%**

of the packaging units in the Ready-to-Eat food category of our own production  
78% in 2023

**62%**

of the packaging units in the Ready-to-Eat food category of our own production  
52% in 2023



In 2024, 71% of the packaging units for products released under the Lavka brand were made from sustainable materials (recycled or containing recycled content). The share of sustainable materials remained stable compared to the previous reporting period (70% in 2023). A 100% share is impossible due to certain restrictions, including regulatory requirements on the use of recycled materials for food packaging and the absence of fully recyclable packaging options on the market for certain product categories (including cheese and frozen semi-finished products). We continue to work with manufacturers to meet these needs and monitor innovative solutions.

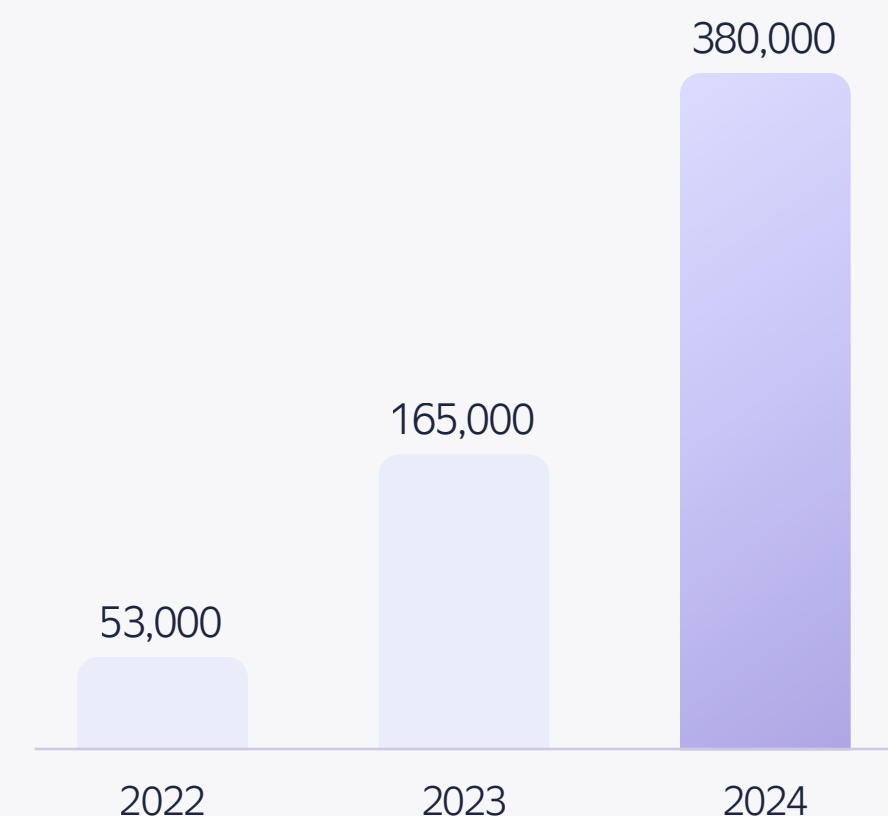
All delivery bags used by Lavka are made of high-density polyethylene, which has shown the lowest environmental impact based on the results of a comprehensive life-cycle assessment (LCA). The cumulative carbon footprint of the HDPE bag measured in CO<sub>2</sub>-equivalent was found to be 65% and 53% lower than that of two available alternatives, the kraft paper bag and the LDPE bag, respectively.<sup>2</sup> At the end of 2024, we also started using bags containing 20% recycled material. Detailed statistics on packaging use and waste generation in the service are available in the [appendix](#).

<sup>1</sup> Sustainable packaging is understood as recyclable, made of recycled materials, and/or with less environmental impact than comparable alternatives based on life-cycle assessments. According to Russia's sanitary rules and regulations, packaging made of secondary materials cannot be used to pack certain food products.

<sup>2</sup> You can learn more about the research [here](#).

Yandex Lavka employs pooling when transporting goods from its own ready-to-eat food production facility in St Petersburg and distribution centers to dark stores in reusable plastic crates. In 2024, pooling helped Lavka save more than 14,000 MT of disposable cardboard boxes and 992 MT of wooden pallets that would have been required to transport a year's volume of goods and ultimately become waste. We also helped our partner suppliers of ready-to-eat food, fruit, and vegetables start using reusable crates.

## Volume of reusable crates rented, units



**14,165 MT**

of disposable cardboard boxes and **992 MT** of wooden pallets saved by Lavka in 2024 by using reusable boxes for delivery<sup>3</sup>

**74%**

of products in Lavka distribution centers are packed in returnable containers for delivery to dark stores

We are working to make eco-friendly habits convenient through our services. More than half of all Yandex Lavka product cards show the recycling codes, which makes it easier for users to understand whether certain packaging is recyclable. Yandex Lavka also has a [landing page with useful tips](#) on preparing packaging for recycling.

<sup>3</sup> The calculation of the cardboard box equivalent uses the box weight, size, and volume that corresponds to a reusable crate and includes rented and owned crates.

## Bag Returns

To help reduce the number of plastic bags at home, Lavka gives users the option to return bags to couriers, including Lavka bags and any other plastic grocery bags marked 2HDPE.

Users can hand over any number of plastic bags to the courier on delivery, and they will make a note in the order that bags were collected. For each return, the user earns Plus points that can be spent on Yandex services, equal to the cost of the delivery packaging fee.

Couriers collect plastic bags from users in a special bag and bring them to Lavka dark stores for further processing by our partner.



**23.9 MT**

of bags were collected from users and sent for recycling in 2024

**11 Russian cities**

where users can return bags for Plus points out of 15 cities with Yandex Lavka, data at the end of May 2025

## Processing write-offs

Yandex Lavka strives to make sure that all products delivered to users are fresh. Items that don't meet freshness criteria are written off. However, since this results in losses for the service and creates waste, Yandex Lavka employs a range of tech-powered solutions to minimize write-offs.

For example, we forecast demand to purchase precisely the quantity of products that Yandex Lavka is highly likely to sell before the next shipment. Our auto-order system uses detailed historical data to forecast demand in a specific dark store and works in tandem with an automated order calculation system. This allows us to monitor product availability and make decisions on procurement volumes based on information about current stock and expected demand. Orders are then generated for suppliers automatically.

The service also employs dynamic discounts – a flexible pricing model where the system automatically reduces product prices based on inventory levels and demand. This approach helps accelerate sales of perishable goods and minimize write-offs.



## Banana orders based on ripeness<sup>1</sup>

Yandex Lavka sells bananas based on ripeness. Despite spoiling fast, bananas have to go through many stages of transportation before reaching buyers.

Selling based on ripeness improves the user experience and optimizes inventory management. Previously, overripe bananas were typically removed from the shelves, but now they can be sold if requested by a user.

Another waste-reduction solution is the option to buy bananas individually. This lets users purchase only the number of bananas they can eat, and allows Lavka to minimize additional costs associated with packaging.

**↓43%**

decrease in the volume of average monthly write-offs of bananas compared to 2023



<sup>1</sup> Results for Moscow only.



### Waste collection points in Yandex Maps

Yandex Maps shows waste collection points all over Russia, with options for users to filter by materials accepted or use the search bar for open queries like “Recycling collection” or “Where to throw away batteries”. In addition to collection points for common materials (plastic, glass, metal, paper, and batteries), less common options are also marked, including tires, soil, household appliances, textiles, polystyrene foam, thermometers, and more.

The app can be used to map routes to waste collection points, save them in bookmarks, make lists, and share locations with anyone else who needs them.

We work with an external partner to keep information in Yandex Maps up to date. The partner’s volunteers visit collection points and containers and report any changes and new locations. Then, moderators check this information by contacting service organizations and collection point owners, and visiting waste sorting sites.

**> 23 K**

verified recyclable waste collection points in Russian cities have been added to Yandex Maps

**26**

filters are available by material

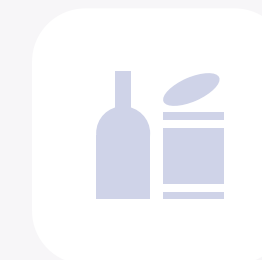
## Yandex Offices

We strive to make eco-friendly habits a part of everyday life, both among our service users and employees.

Our green office program for employees includes separate waste collection, recycling for uncommon materials and electronics, the use of environmentally friendly detergents and consumables, and events to promote convenient and interesting eco-friendly habits. Yandex shares news and announcements about environmental initiatives in our internal community that already includes 2,300 employees.

In 2024, we also launched a new training course, “How to live greener at home and in the office”, featuring two units about global environmental issues and how to be more eco-friendly.

In the **Energy Efficiency** chapter, we also discuss a new pilot project to install solar panels in offices.



**323 MT**

of waste recycled  
150 MT in 2023

**1.05 MT**

of batteries and electronic cigarettes were sent to certified organizations for disposal  
1.14 MT in 2023

**4.3 MT**

of clothes were donated to charity and for recycling  
2 MT in 2023

**2.3 MT**

of cardboard boxes were saved by using reusable containers in offices

## Waste management in offices

Separate waste collection is available in all Moscow offices and eight regional offices, in the Moscow autonomous vehicle assembly shop, as well as in our offices in Belgrade and Almaty. There's also an eco-corner in the dormitory for interns with a special container for used batteries, electronic cigarettes, and caps.

In addition to cardboard, paper, plastic, glass, and metal, we also collect and recycle textiles, batteries, and electronic cigarettes. In 2024, we opened special **eco-centers** in our offices where employees can recycle uncommon materials like wine corks, polystyrene packaging, Tetra Pak, and cosmetic tubes, along with regular paper, plastic, and aluminum. In offices with limited space, eco-centers are organized as “eco-cabinets” that provide the same services. We know exactly what happens with our recyclable office waste because we work with verified recycling partners who provide regular reports.

Now our offices also use **reusable containers** where possible for deliveries of fruits and vegetables. Over the year, we received 580 deliveries, thereby avoiding the use of 580 cardboard boxes, or 2.3 MT of cardboard.

Clothes donation bins were also set up at our offices in Moscow, St. Petersburg, Nizhny Novgorod, and Yekaterinburg. Over the past year, we collected over 4 MT of used clothes. Items in good condition were donated to charity, and everything else was sent for recycling.

In 2024, we hosted various events to collect waste and unwanted items for reuse or recycling. As part of our **book collection drive**, we collected 506 books and donated them to the book crossing service and libraries. To extend the life cycle of outdated but working **office equipment**, we provide our employees with the opportunity to purchase it at discounted prices. Retired equipment that no longer works is sent for recycling. Along with corporate equipment, we also collect and recycle employees' **personal devices**. Twice a year, we organize three types of collection points at our offices: for consumer electronics, accessories, and data storage devices. In 2024, we recycled 505 kilograms of equipment.

When purchasing office equipment and consumables, we pay close attention to the products' environmental certifications, eco-friendly materials, and reusability. For example, now our gyms provide reusable towels, which have helped reduce the consumption of disposable towels by about a third. Our Morozov business center cafeteria no longer provides printed paper receipts, as they're resource-intensive and cannot be recycled.



### Smart Eco-Point

Our Moscow office is now home to a smart eco-point device that separates waste using a weight sensor and AI video camera to determine the type and condition of what's thrown away. The system works like a traffic light to help correctly sort recyclable materials.

The eco-point accepts PET bottles, waste paper, and aluminum cans. All collected materials are recycled, and users earn points that can be exchanged for money (1 point = 1 RUB). For example, users receive 0.2 points per PET bottle, and 0.7 points per kilogram of cardboard.

Since the eco-point was installed, 117 kilograms of waste paper and 82 kilograms of PET bottles have been recycled.





## Team Events

We regularly host events that help foster environmentally friendly habits among employees, including at the office.

In 2024, employees from Moscow, St. Petersburg, Yekaterinburg, Belgrade, Almaty, and Yerevan planted almost four thousand trees and cleaned up several hectares of land. In Moscow, we also built and installed 25 birdhouses and 20 pike houses.

We also integrate green initiatives into corporate events. For example, we held a waste sorting game at the Kids Fest children’s event, and hosted an entire eco-program for the Summer Together marathon, with activities in multiple cities from Moscow to Almaty.

Yandex also organizes stuff swaps where participants exchange second-hand items to find them new homes.



In 2024, we held a summer **Eco-Rave**, combining the atmosphere of a party with environmental education to help make sustainability fun and practical.

Guests could pedal a bike shredder to recycle bottle caps and make keychains out of them, plant their own succulents, build a birdhouse, or join the stuff swap to give new life to items they no longer use. After the event, a total of 200 kilograms of clothing and accessories were donated to the Vtoroye Dykhaniye foundation.

Eco-ravers made collages and postcards from 150 old magazines, and we sent 13 kilograms of toothbrushes, compact disks, and blister packs to the Sboroka EcoCenter for recycling. To make sure nothing from the event went to waste, all three tons of decorations were rented. In the beauty zone, makeup artists only used eco-friendly materials, including cellulose glitter, face painting, and henna. There was also a station where guests could make string bags and fruit bags, with a total of 200 made in just one day.

<sup>1</sup> Cup sharing programs support the use of reusable cups for beverages instead of disposable cups. Customers are given reusable cups that are washed after use and used again for the next guests.

During the event, we opted for reusable tableware and **cup sharing**<sup>1</sup> instead of disposable cups, keeping a thousand disposable cups out of the landfill. The Eco-Rave also welcomed renowned environmentalists who presented on topics of environmental sustainability.

During the Eco-Rave, we hosted the **Merch for Donations** campaign, where employees could donate to Helping Hand and receive overstock Yandex merch promoting our brands and services from past external and internal events. Over 500,000 RUB was raised to support Helping Hand partner nonprofit organizations, and warehouse space was freed, resulting in hundreds of items finding new homes.

**>500 RUB K**

raised in the Merch for Donations promotion and donated to Helping Hand

**200 kg**

of clothes donated to the Vtoroye Dykhaniye nonprofit organization

**1 K**

disposable cups avoided the landfill thanks to cup sharing





# Carbon Footprint



GRI 305-1   GRI 305-2   GRI 305-4   GRI 305-5

TC-IM-130a.3   CG-EC-130a.3   TC-SI-130a.3   MED 20

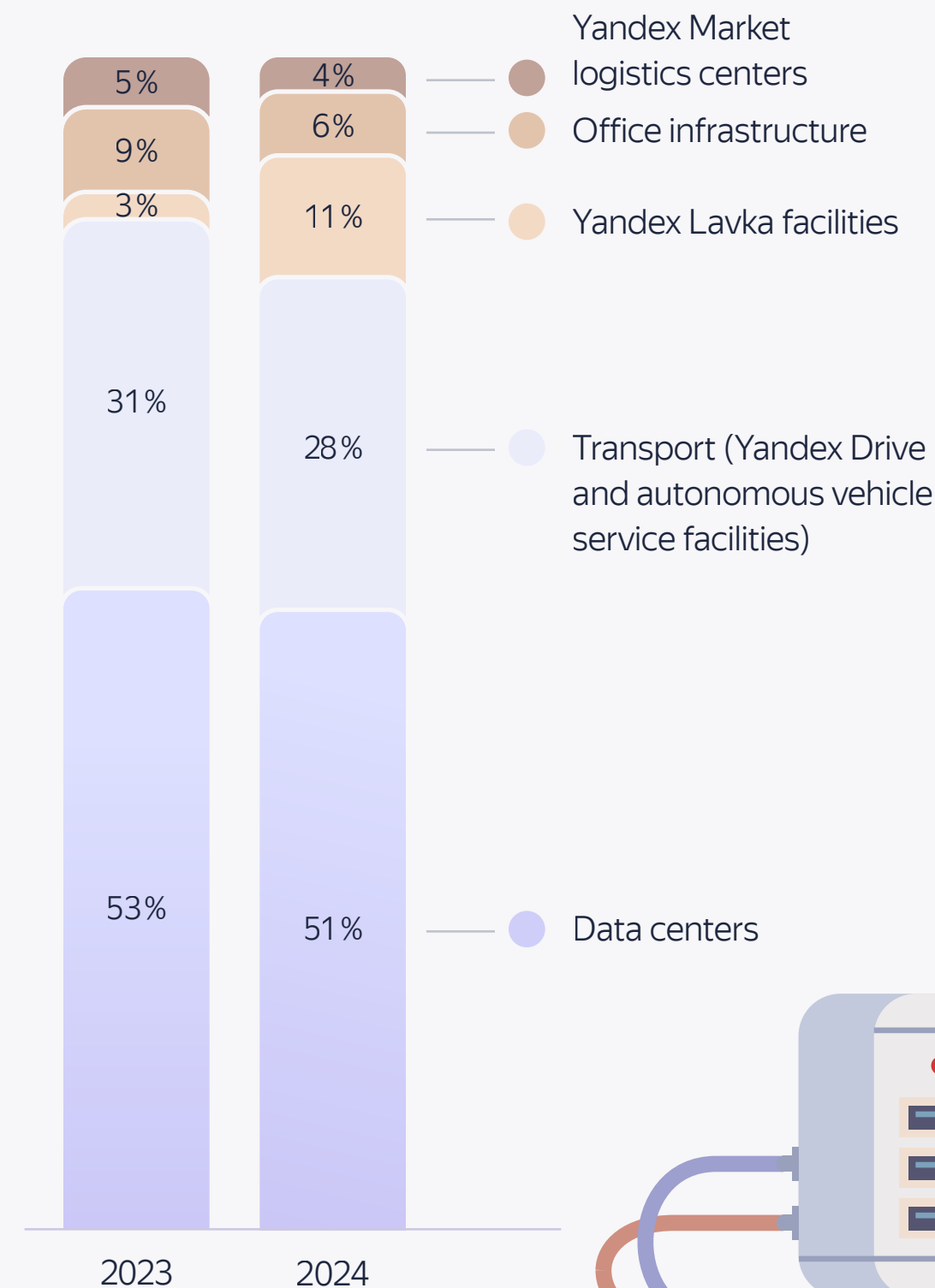
All digital services involve processes that result in greenhouse gas emissions. We annually assess the carbon footprint<sup>1</sup> associated with the operation of Yandex infrastructure and monitor the climate performance of our individual services. Understanding the emission sources and factors influencing our carbon footprint is essential for us to effectively plan and prioritize decarbonization measures. Our focus on maintaining a high level of energy efficiency in computing is based on our understanding of the structure of Yandex's carbon footprint. More than half of the company's total carbon footprint comes from the operation of our data centers.

We're also committed to using digital technologies to tackle climate challenges. For example, the Yandex Cloud Technology for Society Center has launched multiple environmental projects, including to help researchers analyze [meteorological data](#), [climate phenomena](#), and [greenhouse gas flows](#). We help scientists research ways to combat climate change, and help businesses choose strategies to adapt to it.

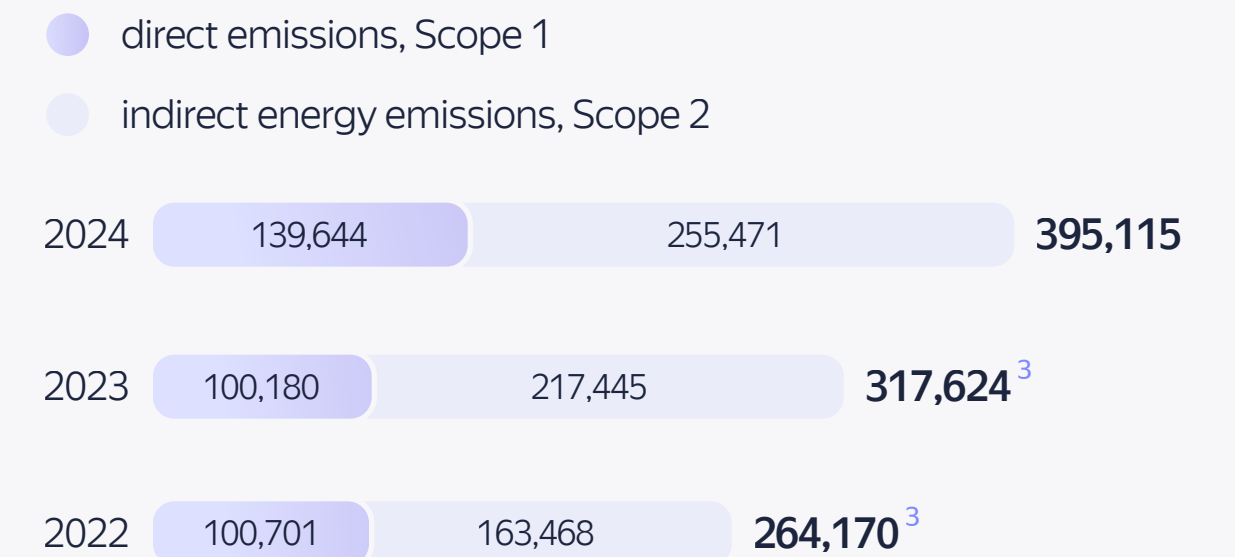
<sup>1</sup> This assessment includes direct (Scope 1) and indirect (Scope 2) emissions. Scope 1 encompasses greenhouse gas emissions from stationary and mobile combustion sources that are directly controlled by the company. Scope 2 covers indirect emissions induced by the consumption of heat and electricity purchased from third parties. We calculate Scope 2 emissions using the location-based method based on the average carbon-intensity levels of the national grids where the consumption occurs. The market-based method, involving the use of supplier-specific emission factors, is not applied due to data unavailability.

## Carbon Footprint of Yandex Infrastructure

### Infrastructure facilities in Yandex's carbon footprint

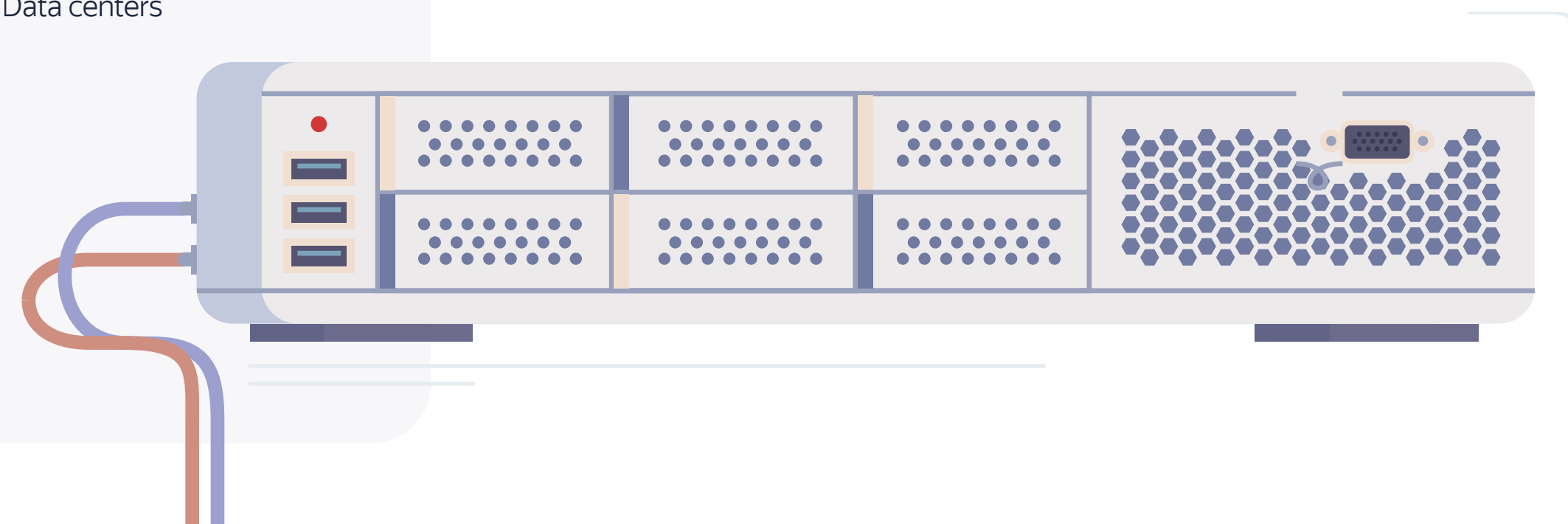


### Gross GHG emissions (Scope 1 and 2), MT of CO<sub>2</sub>e<sup>2</sup>



<sup>2</sup> The values for 2022 and 2023 differ from the data in the 2023 report due to an updated method for calculating greenhouse gas emissions (see comments in the [appendix](#)).

<sup>3</sup> Chart figures are presented as whole numbers and may contain rounding differences from aggregated totals.

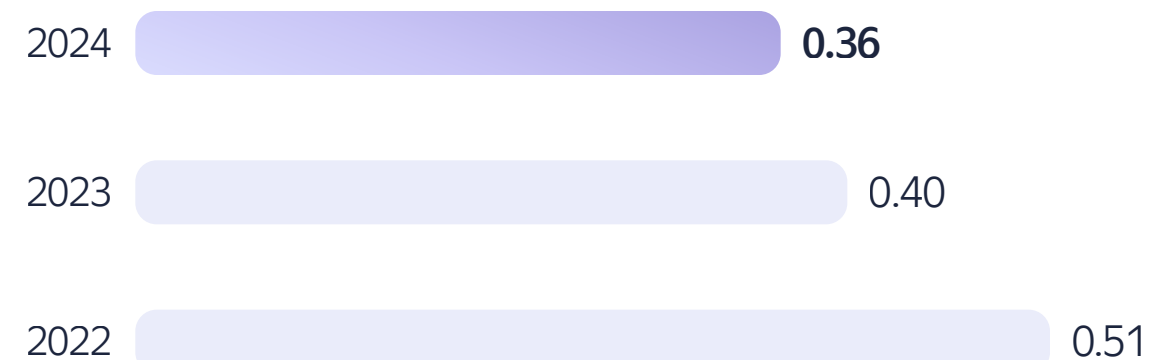




## Carbon Footprint of Yandex Infrastructure

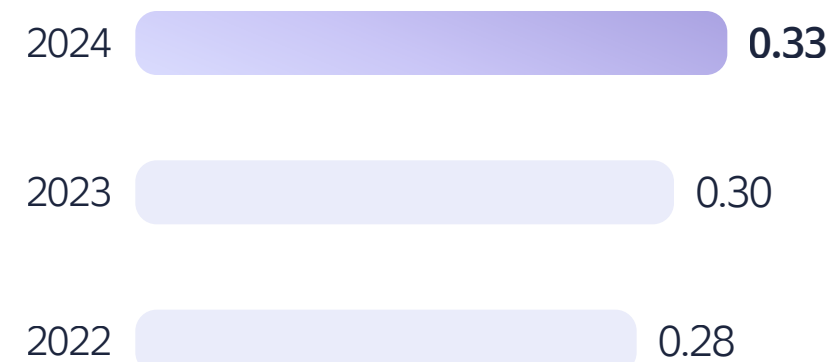
### GHG emissions (Scope 1 and 2),

MT of CO<sub>2</sub>e/RUB 1 M of consolidated revenue



### GHG emissions (Scope 1 and 2),

MT of CO<sub>2</sub>e/MWh



Yandex’s direct and indirect carbon footprint is associated with its infrastructure, which includes movable and immovable property that is managed by Yandex and supports its operations.<sup>1</sup> This includes data centers, offices, logistics centers, and other delivery service facilities, as well as vehicles owned or leased by Yandex and facilities for their maintenance, such as autonomous vehicles and cars in the Yandex Drive car-sharing service.

In 2024, gross infrastructure GHG emissions grew by 24%, reaching a total of 395 thousand metric tons (MT) of CO<sub>2</sub>e: direct emissions from the fuel used by vehicles and consumed for own energy generation (Scope 1) increased by 39%, and indirect emissions from purchased energy consumption (Scope 2) increased by 17%.

This increase in emissions is due primarily to our improved data collection system, now including all Yandex Lavka dark stores, the prepared food, ice, and signature bakery product production site in Moscow, and the Moscow distribution center. The calculation perimeter also now includes Yandex offices, data on which was previously limited.

This increase in emissions is also due to a growth in grid electricity consumption by data centers, and the increase in carbon intensity of 1 kWh in 2024. Emissions have further increased due to higher fuel consumption, as Yandex Drive and autonomous vehicles travel more miles per year.

The detailed results of our infrastructure carbon footprint assessment are available in the [appendix](#).

## Carbon Footprint of Yandex Services

Yandex’s digital services help users streamline their daily activities, resulting in economic advantages and positive environmental impacts. For example, migrating IT resources and complex computations (such as AI training) to the energy-efficient cloud reduces the carbon footprint of energy-intensive processes. Reducing travel time and the number of vehicles used in deliveries also helps by lowering greenhouse gas emissions associated with logistics.



<sup>1</sup> The scope is defined as per the operational control method proposed by the GHG Protocol.



# Carbon Footprint of Yandex Services

## Yandex Cloud

Yandex Cloud provides B2B clients and independent developers with scalable infrastructure, managed databases, machine learning technologies, and development tools to create and build advanced digital services and applications. In 2024, the number of commercial clients **increased** to 44,000, or 54% more than last year.

Migration to the cloud can enhance the efficiency of digital business processes, while also mitigating climate impact. The physical infrastructure of Yandex Cloud comprises state-of-the-art data centers equipped with energy-efficient server hardware. By outsourcing calculations to Yandex, customers can reduce both their carbon footprint and energy expenses.



### 11.7 K MT of CO<sub>2</sub>e

emissions avoided by the Yandex Cloud platform thanks to a more energy-efficient server infrastructure

This is **equivalent** to the GHG emissions from 2,700 gasoline-powered passenger vehicles driven for one year

### 50.5 %

more energy would have been consumed by Yandex Cloud in 2024 if Yandex had used infrastructure with energy efficiency equivalent to the global average

The assessment covered the full year of 2024. The amount of saved emissions is the difference between the scenario value and the actual energy consumption of the Yandex Cloud platform converted into GHG. The figure is calculated in accordance with the guidance in the GHG Protocol for estimating emissions. To calculate actual energy consumption, we determined the amount of electricity used for Yandex Cloud calculations in Yandex data centers. Then we adjusted the result to the average annual PUE value for each module of data centers where Yandex Cloud is hosted. This takes into account the energy consumed to support the servers (cooling, power distribution, etc.). To calculate the energy consumption scenario value, we replaced the **average** annual PUE value of data center modules hosting Yandex Cloud with the global average (1.56 in 2024).

## RouteQ

**RouteQ** is an AI-powered solution for route planning. The service leverages an adaptive algorithm with over 300 planning parameters, such as delivery time, warehouse work schedule and capacity, freight dimensions and mutual compatibility, traffic forecasts based on data from millions of vehicles, and more. Customers (including Yandex Market) can fulfil an average of 20% more orders per route, resulting in cost savings and improved carbon performance.

### 20 %

average reduction in logistic vehicle mileage after implementing RouteQ

### 6.7 K MT of CO<sub>2</sub>e

avoided by Yandex Market in 2024 thanks to cargo vehicle mileage optimization with RouteQ

This is **equivalent** to the GHG emissions from 1,500 gasoline-powered passenger vehicles driven for one year



# Carbon Footprint of Yandex Services

## Yandex 360

Yandex 360's spam filtering technology helps keep user email accounts and personal data secure. In 2024, spam protection processed 86.7 billion incoming emails and blocked 21.1 billion as malicious. Spam control not only saves users' time but also helps conserve battery life on their devices when interacting with the service.

**4.3 K MT of CO<sub>2</sub>e**

prevented with the Yandex 360 spam filter in 2024

This is **equivalent** to the GHG emissions from 1,000 gasoline-powered passenger vehicles driven for one year

According to available research, a single spam email is associated with an average of 0.3 grams of CO<sub>2</sub>e of GHG emissions, where 52% of these emissions come from the email being opened and read. We assumed that the carbon footprint of a spam email with an attachment is 4.2 grams of CO<sub>2</sub>e, 14 times higher than the average value, i.e. exactly as much as an average email with an attachment (1,098 KB) was larger than the average size of an email without an attachment (78 KB) in 2024. We multiplied this value (0.3 grams for emails without attachments and 4.2 grams for emails with attachments) by the actual number of filtered and undelivered spam emails (11.4 billion emails without attachments, 508 million emails with attachments) and calculated a 52% share of it. All undelivered emails were regarded as emails without attachments. We assume that spam emails were never opened by users.

## Yandex Maps and Yandex Fuel

In 2024, Yandex Maps and Yandex Navigator introduced a new app feature where users can start and end electric vehicle charging sessions, find electric charging stations (ECS), and check their status and available connector types.

The new Charging Stations category in Yandex Maps shows all available ECS, marking locations that partner with Yandex Maps and Yandex Navigator with a blue icon. Users just have to select an ECS on the map, hook up their car on the spot, and tap the Charge button in the app. For paid charging, payments can also be made through Yandex Maps.

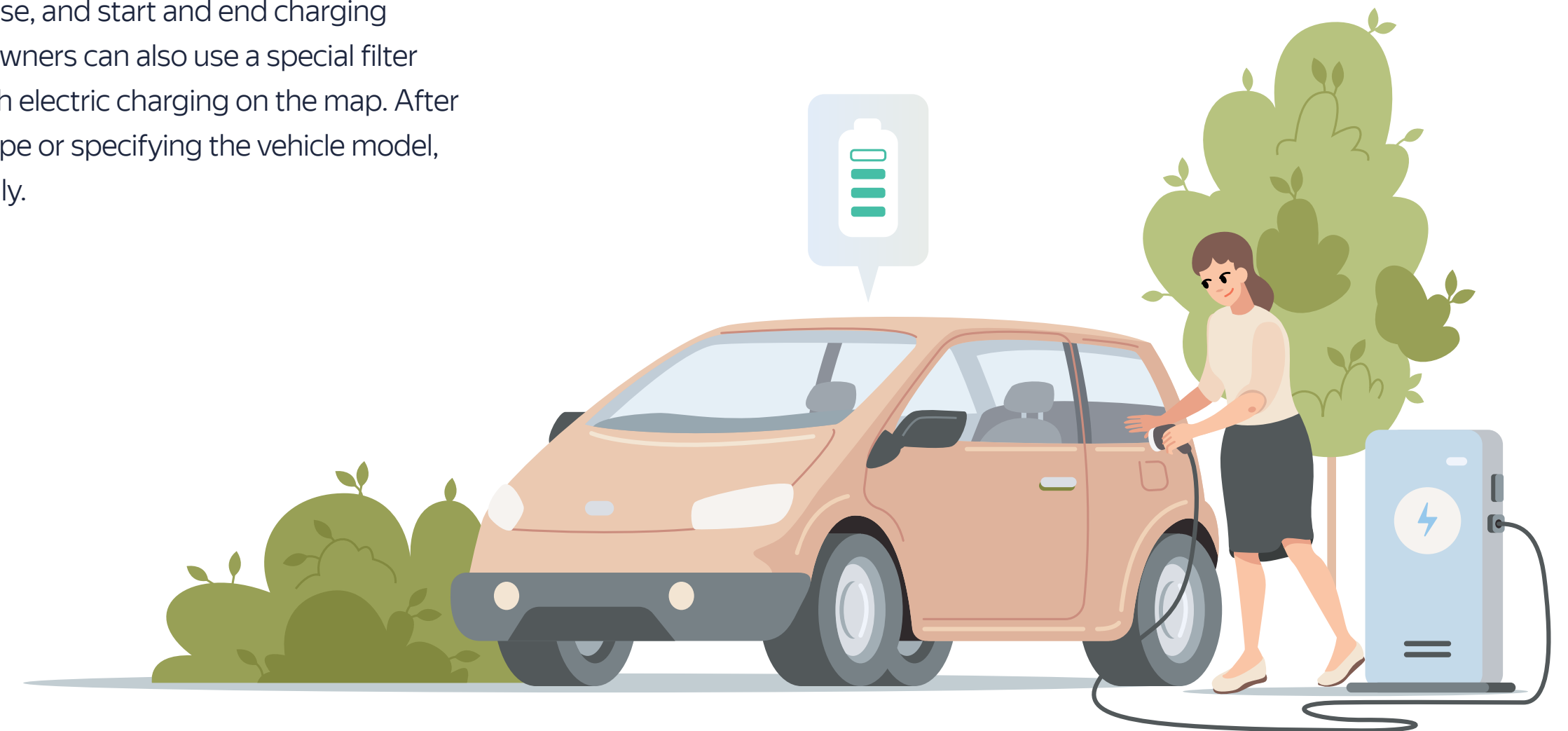
We're also making lives easier for electric vehicle drivers in the **Yandex Fuel** app. Users can find ECS locations on the map, check whether they're in use, and start and end charging sessions. Electric vehicle owners can also use a special filter to show only locations with electric charging on the map. After selecting the connector type or specifying the vehicle model, the filter is set automatically.

**> 2.7 K ECS**

available in Yandex Fuel at the end of 2024, including 1,089 with charging available in the app

**> 800 ECS**

connected to Yandex Maps and Yandex Navigator





## Carbon Footprint of Taxi Rides with Yandex Go

↓ **17%**

reduction in GHG emissions per passenger kilometer<sup>1</sup> in 2024 compared to 2017 average value for all reviewed regions

**81%**

of Yandex Taxi mileage was on-trip<sup>2</sup> average value for all reviewed regions

We assess the carbon intensity of passenger mileage in the Yandex Go ride-sharing service annually. Since 2017, the carbon intensity of rides with Yandex Go (measured as the ratio of a vehicle's total GHG emissions associated with Yandex Go rides to passenger mileage)<sup>3</sup> has decreased by 13% for rides in Moscow, by 18% in St Petersburg, and by an average of 21% in other Russian metropolitan areas reviewed. Compared to 2023, the average volume of emissions per kilometer of passenger travel in Russia increased due to changes in the structure of service partner vehicle fleets and a larger share of cars with higher fuel consumption.

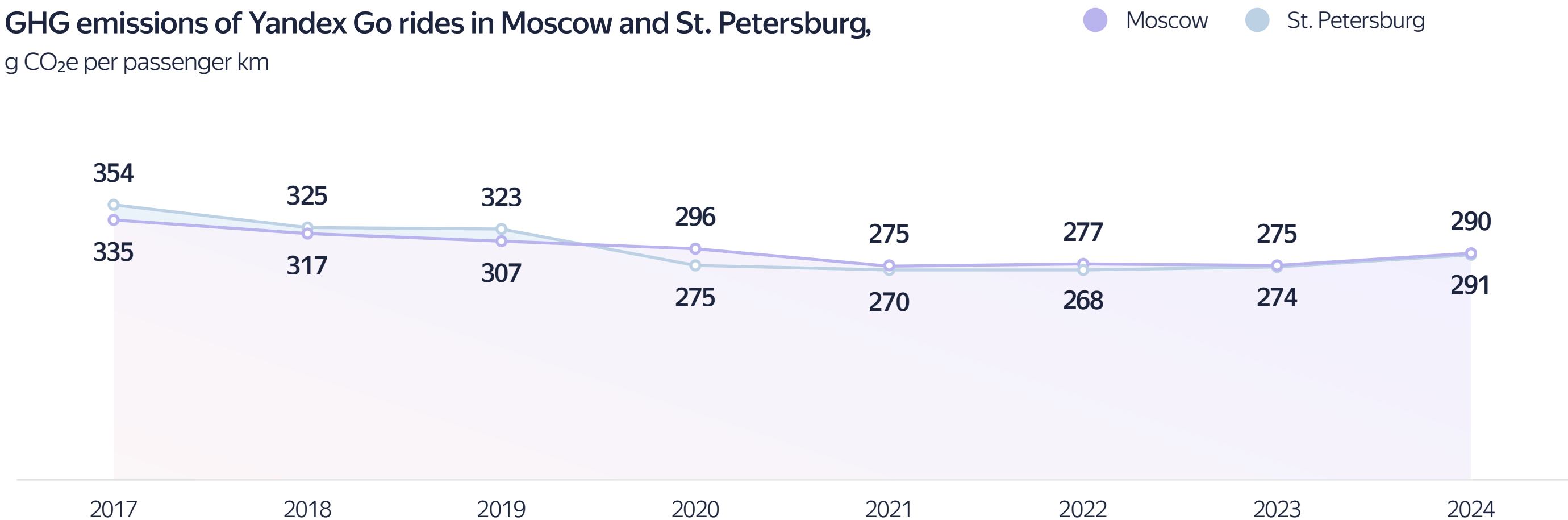
In 2024, the share of on-trip mileage was the same as in 2023 in almost all cities, which had already reached or surpassed 80%. On-trip mileage is the distance traveled by a vehicle in the service with passengers.

A higher share indicates a more efficient platform, as it signifies that drivers do not have to travel long distances between rides or while waiting for their first trip request.

This is a natural phenomenon, as efficiency is already high. Further increases in efficiency will depend more on external factors than the platform's capabilities. Reaching the maximum of 100% would require each driver to have the exact same drop-off and pickup locations for all current and subsequent passengers. Although our algorithm strives to provide near-perfect matches, there may not always be another trip request at the same address, or the request may be for a service class for which the driver is not eligible.

Calculation details are available in the [appendix](#).

**GHG emissions of Yandex Go rides in Moscow and St. Petersburg,**  
g CO<sub>2</sub>e per passenger km



<sup>1</sup> According to the GHG emission classification adopted in the GHG Protocol guidelines, the carbon footprint from the mileage of partner vehicles connected to the Yandex Go platform is not part of Yandex's direct or indirect emissions (Scope 1 and Scope 2) but is included in category 11 (Use of sold products) under Other Scope 3 Indirect Emissions. The calculation did not take into account the following categories of Scope 3 emissions: emissions associated with production or disposal of a vehicle operated by a contractor, production of fuel used by a vehicle, or emissions generated by personal use of the vehicle (mileage during a period of inactivity on the service).

<sup>2</sup> Mileage between passenger pickup and drop-off. On-trip mileage does not take into account the distance driven while waiting for a ride request or to the passenger pickup location.

<sup>3</sup> Passenger mileage is the mileage between the passenger pickup and drop-off locations multiplied by the average number of passengers in the vehicle, or the sum of the distances traveled by each passenger. For example, a 10 km ride with two passengers in a taxi generates a passenger mileage of 20 km.

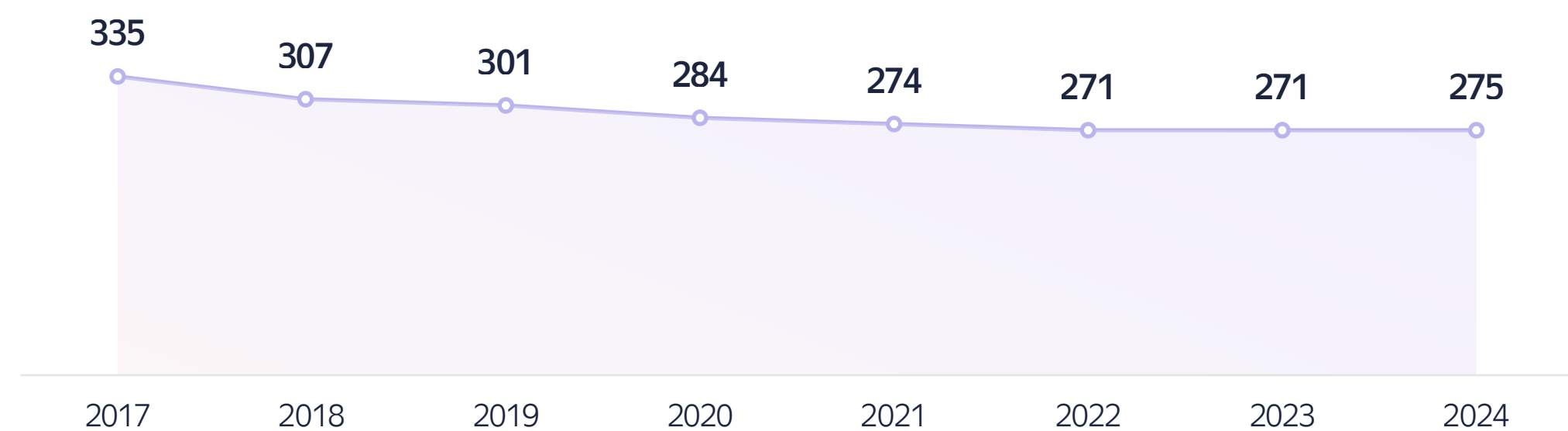


## Carbon Footprint of Taxi Rides with Yandex Go

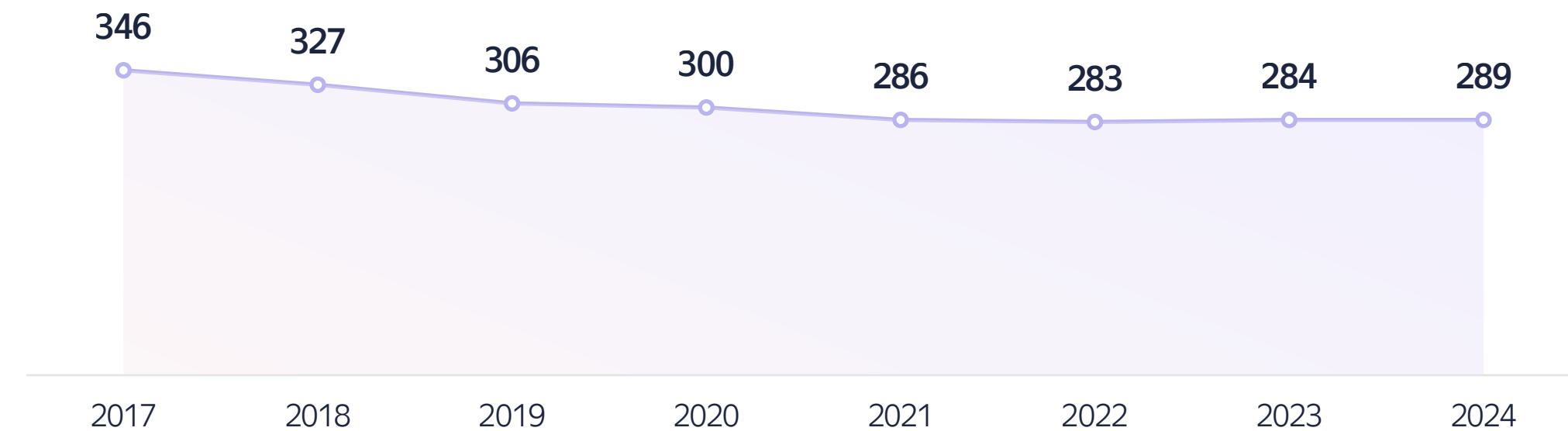
### GHG emissions of Yandex Go rides in other Russian cities,<sup>1</sup>

g CO<sub>2</sub>e per passenger km

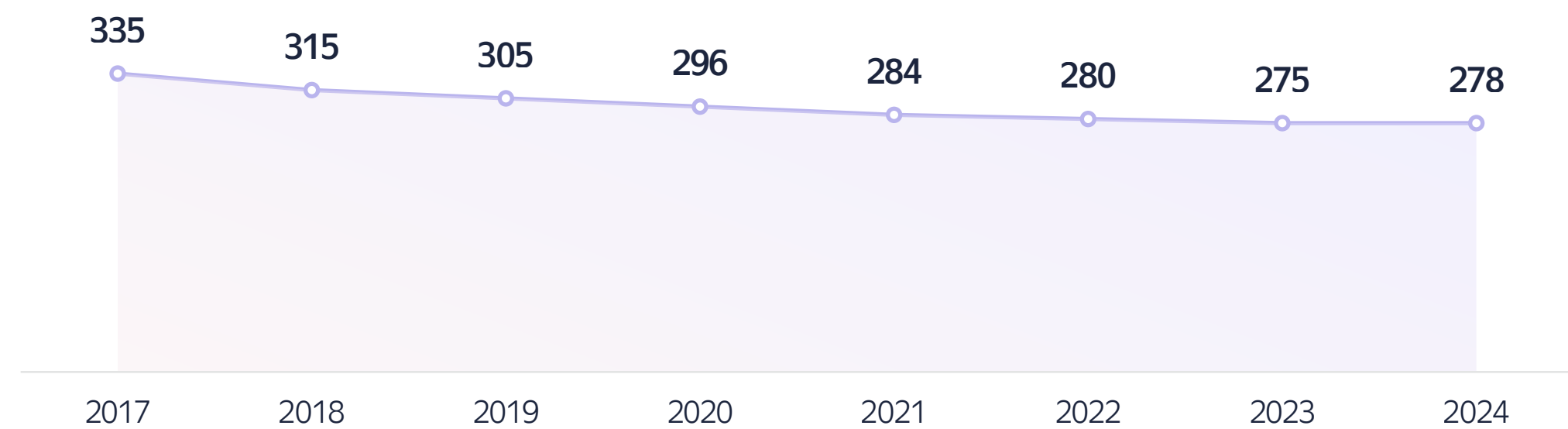
Other cities with populations over one million



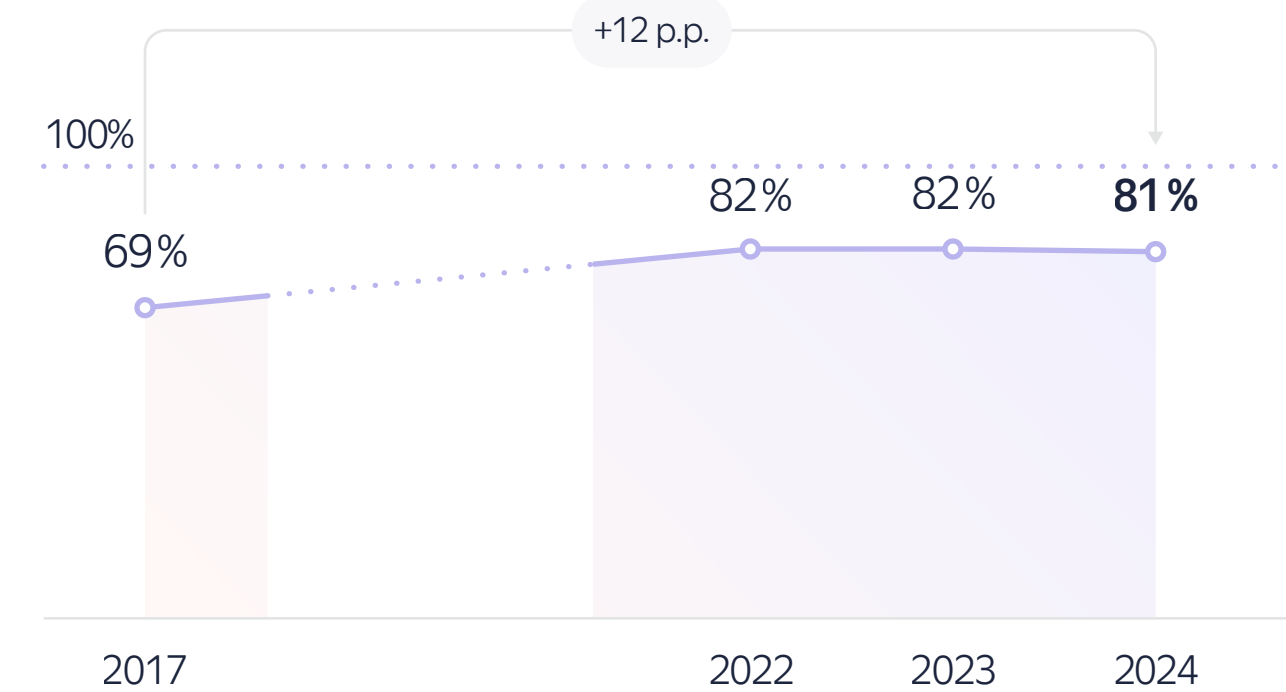
Other cities with populations of 300,000–500,000



Other cities with populations of 500,000–1 million



Share of on-trip Yandex Go mileage, average for all regions



<sup>1</sup> The graphs show the average intensity for each group of cities.



# Corporate Governance

Corporate Governance

102

Sustainable Development Management

102

# Corporate Governance

Yandex structures its corporate governance system in accordance with Russian law, its own [principles](#) and [Code of Business Ethics and Conduct](#), and best practices in Russia. Our corporate governance system is designed to serve as the basis for the company's long-term sustainable development, and balance the interests of all stakeholders.

Information about Yandex's corporate governance system is disclosed in the [Yandex Annual Report](#) and the [appendix](#) to the current report.

## Sustainable Development Management

GRI 2-12

GRI 2-13

GRI 2-14

Yandex implements sustainable development initiatives through a multi-level management system, from the Board of Directors down to product and operational team management.

At the highest level, company activities in this area are reviewed by the Corporate Governance and Sustainable Development Committee (as per the [Committee Regulation](#)). This committee regularly reports on its operations at meetings of the Board of Directors. It also meets at least once a quarter, during which the heads of teams implementing sustainability initiatives can present and discuss their results, and agree on future plans. The Corporate Governance and Sustainable Development Committee also reviews Yandex's annual sustainability report.

Top Yandex management is involved in improving sustainable development practices by approving new initiatives, discussing plans and their implementation with the heads of services and divisions, evaluating the effectiveness of current projects, and facilitating knowledge sharing between teams.

At the operational management level, the center of expertise is the Technologies for Society and Sustainable Development division, headed by the Director of Sustainable Development. This team is responsible for Yandex's high-level sustainable development strategy, ensuring the coordinated action of different business units and divisions by providing expert support, coordinating relevant projects, and preparing the company's non-financial reporting. The Technologies for Society and Sustainable Development division also leads Yandex's accessibility, sustained community support, and environmental efforts.

The heads of Yandex services and divisions are also responsible for the implementation of sustainable development practices in business processes. For example, Yandex has a separate Privacy Office division responsible for personal data protection issues (read more in the [Information Security and Personal Data Protection](#) section).





**About the Report** **104**

---

Reporting Principles 104

Identifying Material Topics 105

# About the Report



# About the Report

## Reporting Principles

GRI 2-3

The information disclosed in this report covers the results of Yandex International Public Joint Stock Company (“Company”, “Yandex”) from January 1 to December 31, 2024, in the market of the Company’s main presence, unless stated otherwise.

The report was prepared in accordance with the international sustainability reporting standards of the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB), as well as the recommendations included in Order of the Ministry of Economic Development of Russia No. 764, dated November 01, 2023, “On the Approval of Methodological Recommendations for the Preparation of Sustainability Reports”.

In the preparation of climate disclosures, we used the Greenhouse Gas Protocol (GHG Protocol) international methodology for calculating greenhouse gas emissions and national methods established in Order of the Ministry of Natural Resources of Russia No. 371, dated May 27, 2022, “On the Approval of Methods for the Quantitative Determination of Greenhouse Gas Emissions and Greenhouse Gas Absorption” and Order of the Ministry of Natural Resources of Russia No. 330, dated June 29, 2017, “On the Approval of Methodological Guidelines for the Quantitative Determination of the Volume of Indirect Energy Emissions of Greenhouse Gases”.

In the absence of specific GRI for the IT industry, we applied relevant indicators from GRI 200, 300, and 400 topic standards series, SASB industry metrics, or, in some cases, Yandex’s own metrics, with detailed explanations. We used the Internet Media & Services guidelines that apply to our line of business under the SASB’s industry classification system, as well as selected standards for the E-Commerce, Software & IT Services, and Media & Entertainment sectors. Performance results disclosed in the report are aligned with the UN Sustainable Development Goals (SDGs) and national development goals.

The terminology used to present quantitative data, as well as accounting categories, might differ from the terms and classifications specified in Russian laws regulating this area. The report uses the terminology and classifications defined in the GRI and SASB standards, unless otherwise indicated.

Any forward-looking statements regarding our future business expectations and goals are based on the information available as of the date hereof. Final results may differ from those stated due to circumstances and risks unknown at the current time.

### Contacts

[sustainability@yandex-team.com](mailto:sustainability@yandex-team.com)



# Reporting Principles

We were guided by the following reporting **principles**:

## Accuracy

The report provides reliable and sufficiently detailed quantitative data to assess Yandex's achievements. For each quantitative disclosure that is an estimation, the calculation methods are described. Possible inaccuracies in the data are insignificant. The information disclosed in various parts of the report is not self-contradictory.

## Balance

The reported information provides an unbiased overview of the company's performance, including positive and negative trends. Quantitative data is presented in comparison with 2023, with the exception of first-time and certain other disclosures compared with several prior periods. Trend overviews are included.

## Comparability

The report includes information for the current and previous reporting periods, so changes in the company's performance over time can be tracked. Key trends are explained.

## Timeliness

The report is published annually in the second or at the beginning of the third quarter of the year following the reporting year. The most up-to-date information, or the latest data available when the report is being prepared, is presented for initiatives that are dynamic. We also provide links to public websites where data is regularly updated.

## Sustainability Context

The report reflects Yandex's contribution to the achievement of the UN SDGs and national development goals. To place the results of our initiatives in a broader context, we provide overviews of regional and country-wide social and environmental trends, supported with links to research.

## Clarity

The information presented avoids unnecessary detail and is sufficient for the reader to form objective conclusions. The report presents information in the format considered most convenient for the reader. The report is published in English and Russian.<sup>1</sup>

## Completeness

The data provided in the report is sufficient for the reader to form objective conclusions on all material topics. In line with our principles of communication, we do not omit any information from the report that might lead readers to conclusions that are misleading and do not reflect reality.

## Verifiability

The reported information was gathered using specially designed data collection forms that integrate the requirements of the reporting standards used. The data collection process is documented: We register data sources and the names of data owners. The report also describes the calculation methods for nonstandard metrics published for the first time.

<sup>1</sup> In the event of any conflict, discrepancy, or ambiguity between the two versions, the Russian-language version shall govern and prevail for all purposes. The English translation is provided for convenience only and does not modify or interpret the original Russian text.

# Identifying Material Topics

GRI 2-29

GRI 3-1

GRI 3-2

Our sustainability report covers the most significant topics for Yandex, including those of interest to our stakeholders and the economic, social, and environmental areas where Yandex has a significant impact.

We determined the material topics of the report in several stages. First, we analyzed the context of Yandex's operations, including the requirements of national and international standards, industry trends in sustainable development, and significant issues faced by other companies in IT or related industries. We also considered the current and potential social and environmental impacts of Yandex services and products.

Then, we looked at feedback from our stakeholders, including users, employees, service partners, and other groups. This helps incorporate a diverse audience of people of different ages and from different regions who may be recent or long-time users or partners of our services. The opinions of several thousand people are taken into account each year. For example, in 2024, we conducted surveys of Yandex Eats, Market Delivery, and Yandex Lavka users on their attitude towards the topic of environmental sustainability in our services. Our research in Yandex Lavka showed that eco-friendly packaging and the service's initiative to accept bags for recycling were important for the majority of respondents, which is something we talk more about in the [Packaging and Waste Management](#) chapter.

Preparation of the current report revealed that the topics identified as significant in previous reports continue to remain relevant for Yandex.



# Identifying Material Topics

GRI 2-29

GRI 3-1

GRI 3-2

## Information security and personal data protection

- + Users
- + Business partners

## Product and service quality

- + Users
- + Business partners

## Online and offline safety and convenience

- + Users
- + Local communities
- + State

## Talent attraction, development, and retention

- + Employees

## Respect for human rights and equal opportunities

- + Employees
- + Users

## Support for contractors in urban services and opportunities for business partners

- + Contractors for services
- + Business partners

## Use of technologies for the social good

- + Users
- + Local communities
- + State

## Development of high-quality, accessible IT education

- + Users
- + Local communities
- + State

## Climate change and decarbonization

- + Local communities
- + State
- + Business partners

## Rational consumption of resources, including packaging materials

- + Users
- + Local communities

## Basic topics



## Economic performance and growth

- + Employees
- + Shareholders and investors
- + Business partners

## Corporate governance

- + Shareholders and investors

## Ethics and integrity

- + Users
- + Business partners
- + Employees
- + Local communities
- + Shareholders and investors
- + State

## Innovation

- + Users
- + Business partners
- + Shareholders and investors
- + State