

# PEOPLE MANAGEMENT AND DEVELOPMENT

## KEY 2019 RESULTS AND EVENTS

37% average monthly salary increase in the Group

Almost US\$6 million invested in employee training and development

Over 40,000 employees completed corporate learning and development programmes

Almost 39,000 employees and their family members provided with recreational services

Over 1,500 new graduates hired

Almost 3,000 students completed internships at Metinvest assets and 874 students participated in the Metinvest Scholarship Programme

### In this section:

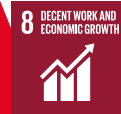
68	Our Approach
72	Personnel Structure
74	Employee Remuneration and Motivation
75	Social Benefits
76	Employee Healthcare
78	Staff Training and Development
83	Internal Communications



## PEOPLE MANAGEMENT AND DEVELOPMENT

# OUR APPROACH

Metinvest provides almost 67,000 jobs worldwide and remains one of Ukraine's largest employers. We believe that ensuring fair working conditions, continuous professional growth and the wellbeing of our employees are essential for the long-term success and sustainability of our business.

**GRI 103-2; 103-3**

In 2019, the Group decided to integrate the people management function into the Sustainable Development and People Management Directorate, along with the health and safety, environmental protection and public relations teams. Beginning its work in April 2020, the new directorate aims to improve Metinvest's system of labour relations, strengthen the corporate culture and employee engagement, enhance the efficiency of remuneration and the employee development system, as well as ensure the safety and wellbeing of the Group's people.

Metinvest strives to apply the best international practices to its human capital management strategy. The key focuses of our five-year strategy are to enhance Metinvest's attractiveness as an employer, provide the Group with skilled employees and improve staff efficiency, as well as upgrade the quality of services for employees. We abide by

the standards of the Society for Human Resource Management (SHRM)<sup>1</sup>, which set norms for operational and strategic personnel management. Our human capital management strategy serves as a basis for developing KPIs for the Group's management, key functional managers and employees. We regularly assess the performance of the function against the KPIs and monitor the strategy's implementation.

**PEOPLE MANAGEMENT  
AWARDS IN 2019**

Metinvest was recognised in four nominations of the Top 100 Talent Departments, Brands and Employers ranking in Ukraine:

- Top 10 employee brands
- The most efficient HR team in Ukraine
- Top 20 HR directors
- Top 10 educational programmes

<sup>1</sup> The Society for Human Resource Management is a professional human resources membership association promoting the role of HR as a profession and providing education, certification and networking to its members.



In 2019, Metinvest dealt with complex challenges related to human capital management. The migration of the workforce, as well as higher employee demands and expectations regarding working conditions and professional development were aggravated by the steel market downturn. To retain employees and ensure seamless production, we focused on aligning our remuneration package with competitive market rates and developing employees' professional skills by introducing new training and development tools. The Group has also revised its onboarding programme to foster employer brand attractiveness. The programme aims to effectively integrate new hires into corporate activities, so that they can quickly attain expected levels of performance and engagement. On top of that, Metinvest continued investing to build its knowledge resilience and its ability to retain knowledge within the organisation, by designing and adopting knowledge exchange procedures.

### METINVEST CAREER CENTRES

We are developing a regional network of Metinvest Career Centres in the Ukrainian cities where the Group operates. Their key task is to create a single-channel information and consultation service for potential candidates, as well as a convenient platform for navigating an aggregated list of job openings at Metinvest's assets. This new approach aims to increase employer brand awareness and promote professional careers in the metallurgical and mining industries.

In December 2019, we opened a new Career Centre in Zaporizhia after successful launching one in Kryvyi Rih in 2017. The centre delivers a variety of career services to make the job application process as seamless and efficient as possible. Candidates gain access to the list of available job postings with information on salary ranges and employee benefits. In 2020, we plan to introduce another Career Centre in Mariupol.

### CAREER MANAGEMENT APPROACH

To top up learning opportunities, the Group has introduced a Career Management Policy that outlines our approach to career development, drawing upon the principles of personalisation and diversification of learning opportunities. The approach includes the following elements:

- A total of 11 career maps developed for the key functional areas (management, economics and finance, sales, procurement, etc) that contain transparent career development plans;
- A rotation system that facilitates assignments within the Group's entities and various functions; and
- An internal application and selection process for management positions, which guarantees equal opportunities for all candidates who qualify.

**“WE STRIVE TO NURTURE TALENT AND ENCOURAGE OUR PEOPLE TO DEVELOP AND GROW THEIR PROFESSIONAL SKILLS. OUR CAREER MANAGEMENT TOOLS ARE DESIGNED TO FOSTER A LEARNING-ORIENTED CULTURE AND PROMOTE LEADERSHIP.”**

Aleksei Komlyk, Chief Sustainability Officer

## PEOPLE MANAGEMENT AND DEVELOPMENT

### OUR APPROACH CONTINUED



## SAP QUALITY AWARDS 2019

Metinvest was recognised as a winner of the 2019 SAP Quality Awards in the “Business Transformation” category for the successful implementation of SAP SuccessFactors at Azovstal, Ilyich Steel and Metinvest Holding. SAP SuccessFactors is a solution for automating personnel performance management, which provides employees with 24/7 online access to their performance tracking, goal setting and bonus records.

In 2019, we also rolled out SAP SuccessFactors at Northern GOK, Central GOK and Ingulets GOK. At the beginning of 2020, more than 42,000 employees were using the system, reducing the amount of time needed for goal setting and annual evaluation by more than 50%.

**“IT IS A CHALLENGING AND PROMISING PROJECT, REQUIRING NOT ONLY TECHNOLOGICAL INNOVATION, BUT ALSO FUNDAMENTAL CHANGES TO OUR CULTURE AND PROCESSES.”**

**Yuliya Riakhovska, Director of the Business Support Department**

### DIGITAL TRANSFORMATION OF HUMAN CAPITAL MANAGEMENT

In 2019, we continued to integrate SAP solutions and further automate people management processes. Among them is the SAP Human Capital Management module, which we use to enhance services of our shared human capital management centre by consolidating the HR functions on the Group level. This ensures the application of unified standards and provision of rapid, high-quality services to employees, while maximising the productivity of human capital management staff.

Metinvest became the first company in Ukraine to launch the SAP Innovation Management system, which is one of the tools the Group uses to increase the operational efficiency of its assets. The new system has been introduced at 11 assets, empowering employees to develop solutions that improve business performance. Since the launch of the SAP Innovation Management system in 2019, employees have submitted 8,895 ideas for reducing costs, increasing efficiency, improving the health and safety system, as well as enhancing product quality. Of these, 3,289 employee proposals were approved for further development and implementation.

**For more information about Metinvest’s digital transformation, please refer to the “Digital Advances” section of the Report.**



## RESPECT FOR HUMAN RIGHTS

Metinvest is committed to protecting labour and human rights in all its operations and business activities. The Group strives to cultivate a creative and collaborative work environment characterised by trust. We take responsibility for ensuring that all our employees are treated with dignity and respect and enjoy a safe workplace that prioritises their health and wellbeing.

Our Code of Ethics ensures equal opportunities to all employees without barriers or discrimination on the grounds of nationality, race, gender, age, religion or any other characteristics that have no relevance to a person's professional competencies. In terms of labour rights, we strictly abide by the laws and regulations of each country in which the Group operates. We uphold the rights of our employees to join trade unions and collective bargaining agreements, as well as to carry out trade union activities.

### GRI 102-17

Metinvest recognises that human rights violations can have a serious impact on individuals and businesses when they are not addressed promptly, and it therefore provides employees with access to grievance mechanisms. Employees can report suspected breaches of the Code of Ethics via the Trust Line.

The Group prohibits any retaliation against employees who report such violations in good faith; all reported violations are subject to thorough investigation. If the complaint is substantiated, measures are taken that correspond with the severity of the issue at hand.

📄 **For more information about Metinvest's Code of Ethics and the Trust Line, please refer to the "Business Ethics and Anti-Corruption" section of the Report.**

### GRI 102-41

## COLLECTIVE BARGAINING AGREEMENTS

In 2019, collective bargaining agreements covered more than 90% of the Group's employees, who belong to over five trade unions, including the Trade Union of Steelworkers and Miners of Ukraine. We engage in open dialogue with trade union representatives and cooperate with the Federation of Steelworkers, an all-Ukrainian association that balances the interests of the state, metals and mining business owners, and employees.



## PEOPLE MANAGEMENT AND DEVELOPMENT

# PERSONNEL STRUCTURE

GRI 102-7; 401-1

As of the end of 2019, Metinvest employed 66,565 people, with workers in the metallurgical segment making up the largest proportion of staff. We hired 10,880 new employees, including 1,509 recent graduates, which accounted for 13.9% of total recruitment during the year.

The employee turnover rate decreased to 11.0%, compared with 11.7% in 2018<sup>2</sup>. To stay on track to meet the targets of the Technological Strategy 2030, Metinvest hired additional personnel for investment projects and operations involving new machinery and equipment. At the same time, due to the adverse steel market developments in the second half of the year, the Group scrutinised all fixed costs and made a decision to implement optimisation measures, by planning to eliminate 30.0% of administrative staff

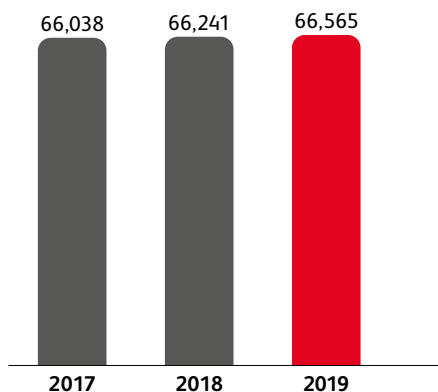
positions. As this decision was taken in late 2019, its effect on Metinvest's performance will be examined later in 2020.

Metinvest supports all employees affected by layoffs and offers free career-counselling services. Building on this approach, we signed agreements with three city administrations to provide former employees with job opportunities in public utilities.

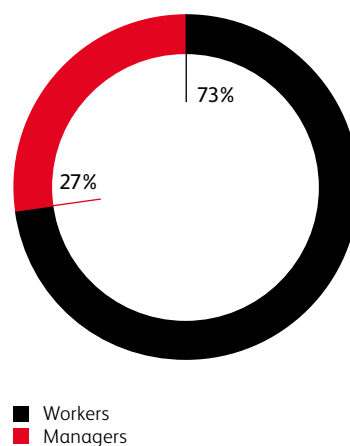
There were no significant changes to the geographical distribution of the workforce. In 2019, most of our staff were employed in Ukraine, with other locations employing less than 5% of the Group's personnel. Workers have traditionally constituted the largest share of staff and the staffing level was 99.6% throughout the Group.

GRI 102-7; 102-8; 405-1

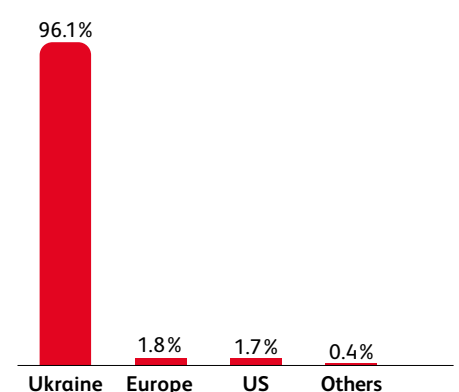
## Total number of employees



## Employees by category, 2019



## Employees by region, 2019



<sup>2</sup> Staff turnover rate figures do not account for the decrease in headcount due to operational automation, and exclude employees with temporary employment contracts (seasonal workers, interns). Staff turnover rate figures that account for all employee categories are 15.7% (2017), 15.1% (2018) and 15.9% (2019).

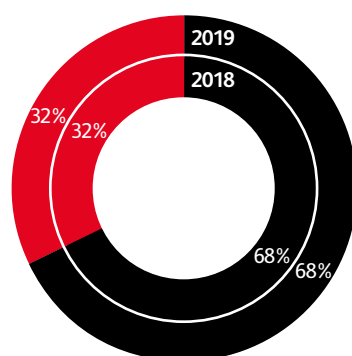


## EQUAL OPPORTUNITIES

We do not tolerate discrimination on any grounds and seek to ensure that all employees have equal opportunities. As metallurgical and mining operations require hard physical work, male employees traditionally outnumber women in these occupations. However, thanks to automation and technological upgrades, we expect an increase in the number of women hired for jobs that previously had been considered too physically demanding. In 2019, over 30% of our personnel were female. Women accounted for 27% and 10% of the Executive Team and the Supervisory Board, respectively.

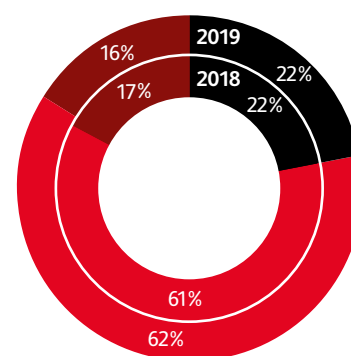
GRI 405-1

### Employees, by gender



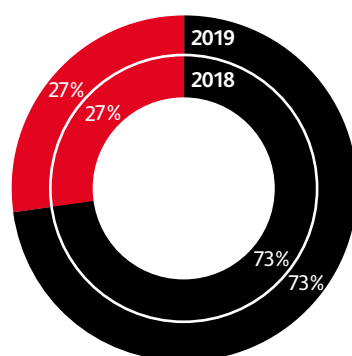
■ Men  
■ Women

### Employees, by age



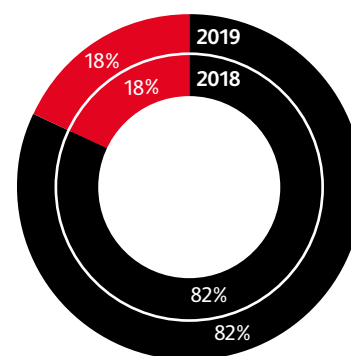
■ Over 50  
■ 30-50  
■ Under 30

### Executive Team, by gender



■ Men  
■ Women

### Executive Team, by age



■ Over 50  
■ 30-50

As an equal opportunity employer, Metinvest provides professional opportunities to people with disabilities and regularly participates in dedicated career fairs. In 2019, we hired 435 individuals with disabilities for various positions, including both administrative and production occupations. The total

number of employees with disabilities reached 1,859 by the end of 2019. The Group takes measures to improve the accessibility of workplaces, and negotiates employment terms on an individual basis to ensure that working time and the nature of duties accommodate employees' special needs.



## PEOPLE MANAGEMENT AND DEVELOPMENT

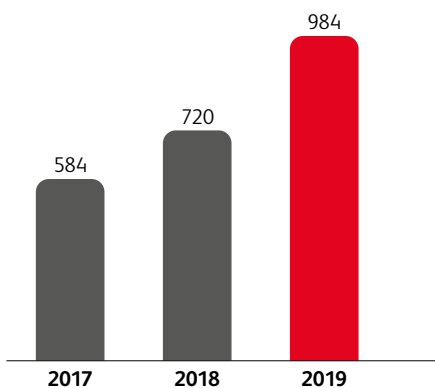
# EMPLOYEE REMUNERATION AND MOTIVATION



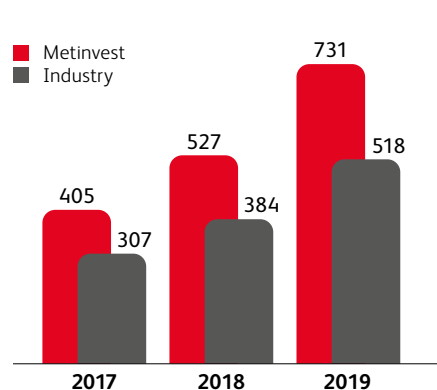
In 2019, Metinvest revised its remuneration package and adjusted it to the benchmark levels established on the market. As a result, the management decided to increase the average salary of production asset personnel in Ukraine by 15% from April 2019. The Group also introduced a single salary system for blue-collar staff: in addition to a basic salary defined for each position, workers are entitled to bonus payments based on their individual performance evaluation. In 2019, coupled with the hryvnia appreciation against the US dollar, the average monthly salary in the Group increased by 37% year-on-year.

## GRI 202-1

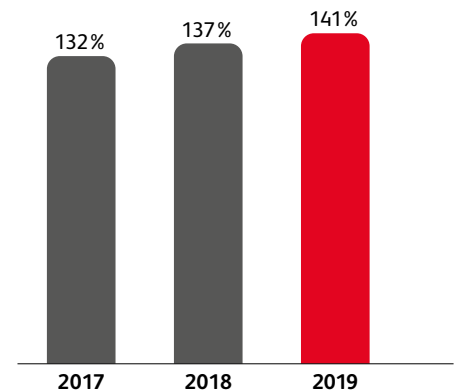
**Average monthly salary in the Group, US\$**



**Comparison of the average monthly salary at the Group's Ukrainian assets with the average monthly salary for the industry in Ukraine<sup>3</sup>, US\$**



**Ratio of the average monthly salary at the Group's Ukrainian assets to the average monthly salary for the industry in Ukraine**



## GRI 404-3

Each employee undergoes a yearly performance appraisal and career development review. It is conducted in the form of a self-assessment, as well as a feedback session between the staff member and their direct supervisor to walk through key achievements, identify areas for improvement and discuss an individual development plan for the following period. If they do not agree

with the performance assessment provided by their direct manager, an HR committee is in place to resolve such disputes and ensure that the business contributions of Metinvest's people are fairly evaluated. In 2019, we introduced individual performance bonuses to reward employees who have demonstrated sustained effectiveness and high levels of productivity. We also

revised bonus payment schemes that were previously linked to the production results of each asset. The new approach links bonus payments to performance results achieved by each production unit within an asset, thereby creating a stronger impetus to improve individual performance and prioritise responsible behaviour.

<sup>3</sup> The data on the average salary for the industry in Ukraine was taken from <http://www.ukrstat.gov.ua/>.

# SOCIAL BENEFITS

GRI 401-2

**In 2019, Metinvest continued to improve social benefits and create comfortable and safe working conditions for its employees.**

## ENCOURAGING EMPLOYEES TO IMPROVE PRODUCTION EFFICIENCY

We believe that increased employee engagement in production efficiency translates directly into improved business productivity. Metinvest conducts Lean Asset and Labour Competition programmes, which provide staff with an opportunity to receive a bonus for submitting a winning proposal for improving the efficiency of materials usage or other performance metrics at the asset. In 2019, the Labour Competition engaged approximately 49,000 employees representing 11 assets of the Group and resulted in around 16,000 winners.

As part of these efforts, the Group made the My Choice Individual Social Package programme available at all its major Ukrainian assets<sup>4</sup>. The programme allows employees to create customised social benefit plans based on their individual preferences. In 2019, the list of benefits was expanded to include 79 unique options in such categories as health, learning and development, travel and transportation, additional income, entertainment and leisure, as well as benefits for family and home. About half of these options were designed for children and close family members: additional paid leave for family celebrations, as well as a variety of different learning opportunities, including English language and IT courses. In addition to My Choice benefits, employees receive New Year gift boxes and school kits for their children.

The Group is introducing additional employee benefits aimed at reducing living costs. More than half of the assets covered by the My Choice programme provide reduced public transportation fares to their employees. Ingulets GOK is currently testing a programme to provide bus passes to employees' children.

Understanding that working conditions are important for staff, in 2019, we continued retrofitting changing rooms, washrooms, restrooms, meeting rooms and common areas as part of the Working Life programme, for which we allocated around US\$6 million.

<sup>4</sup> The My Choice Individual Social Package is provided to all staff members at production assets, including employees on maternity/paternity leave, employees serving in the Armed Forces of Ukraine and part-time employees. The benefits are not provided to temporary employees.



## PEOPLE MANAGEMENT AND DEVELOPMENT

# EMPLOYEE HEALTHCARE

**In 2019, we improved our voluntary health insurance programme<sup>5</sup> by providing employees with wider access to medical services. All employees may extend their insurance coverage to their immediate relatives at discounted rates.**

To ensure that our employees and their family members receive access to the medical services most relevant to them, in 2019 Metinvest began to test a number of new healthcare options to add to the insurance package in the future and offer even greater value to employees.



## COVID-19 RESPONSE

In early 2020, the COVID-19 pandemic brought new challenges for Metinvest and its people. We took unprecedented measures to prevent the spread of the virus and ensure the safety of our personnel.

Our strategy was to reduce the number of social contacts wherever possible. We initiated remote work for administrative staff, cancelled public events and business trips, initiated regular temperature screenings for employees at all production sites and provided means for personal protection.

We established crisis response centres at our sites and carried out daily monitoring of the virus spread. We also provided corporate transportation for a safer commute to and from worksites, in addition to regularly disinfecting premises and vehicles. All canteens were switched to takeaway service providing employees with packaged food and bottled water.

Despite the challenging situation, Metinvest continues to pay full salaries to all employees and ensures that infected employees receive medical care under the medical insurance programme.

**“THE HEALTH AND SAFETY OF OUR EMPLOYEES IS OUR TOP PRIORITY. WE WILL CONTINUE TO USE ALL AVAILABLE RESOURCES TO SAFEGUARD OUR PEOPLE, SECURING JOBS AND BUSINESS OPERATIONS DURING THE COVID-19 PANDEMIC.”**

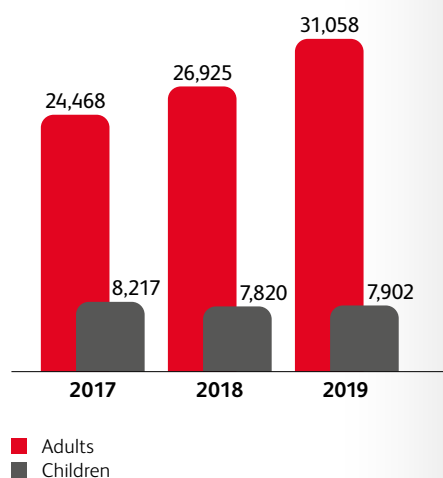
**Yuriy Ryzhenkov, Chief Executive Officer**

 For more information about Metinvest’s response to COVID-19, please visit our [STOP CORONAVIRUS website](#).

<sup>5</sup> The voluntary health insurance programme covers all staff members except temporary employees.

We care about the health and wellness of our employees and respect their rights to rest and leisure. Each year, we provide vacation packages to employees and their families, which include paid accommodations in a recreational facility or a children's wellness centre. In 2019, we provided recreational services to approximately 39,000 adults and children.

#### Metinvest employees and their family members who underwent wellness treatment



Note: The data for 2017-2018 were recalculated due to changes in methodology. The 2019 figure includes Metinvest employees and their family members only as compared with cumulative figures for the Group's and outsourced staff as presented in previous reports.

We continue to develop social facilities under our ownership, such as children's camps and health resorts, as part of a long-term plan to improve their management. The Group has almost completed transferring the ownership of many of these leisure facilities to the local authorities under agreements that ensure they are managed properly and its employees retain access to them.



## METINVEST STEEL GAMES

Metinvest promotes a healthy lifestyle among its employees. In 2019, we held our largest sport competition, the Metinvest Steel Games, in Kryvyi Rih. It was set up as an Olympic village, which enabled us to engage more than

1,000 city residents and employees' families. In total, 700 participants from 19 assets participated in individual and team sports, including basketball, volleyball, athletics and swimming.

**“PARTICIPATING IN THE METINVEST STEEL GAMES IS A UNIQUE EXPERIENCE: YOU GET THE CHANCE TO SHOW YOUR ATHLETIC SKILLS WHILE SPENDING TIME WITH FRIENDS FROM THE LARGE METINVEST FAMILY AND MEETING NEW PEOPLE.”**  
**Tetiana Melnyk, engineer at Metinvest-Promservice and gold medallist in the 100 metre sprint race**

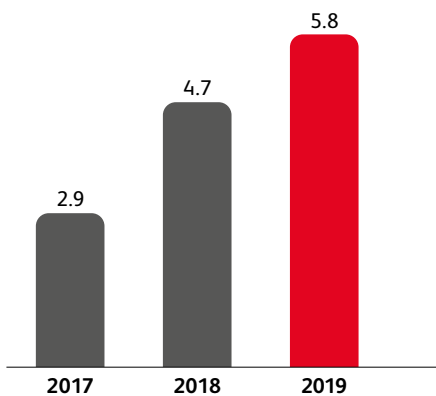
## PEOPLE MANAGEMENT AND DEVELOPMENT

# STAFF TRAINING AND DEVELOPMENT

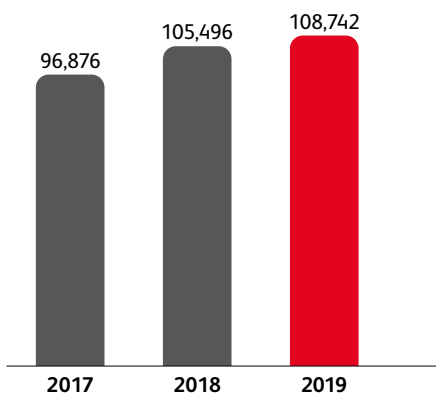


Metinvest provides a variety of training and development opportunities to ensure continuous professional and career growth for employees at all levels. In 2019, the Group invested US\$5.8 million in human potential through its expanded training programmes to ensure that employee knowledge and skills correspond to today's changing job requirements.

Investments in employee training,  
US\$ million



Number of training enrolments



Note: These figures represent the cumulative number of training sessions attended by employees during the reporting period.

Metinvest's learning and development system is represented by two core learning providers: our Corporate University and training centres at the assets. The Group offers a variety of mandatory and voluntary learning opportunities tailored for specific functions and grade levels, with a focus on developing both hard and soft skills.

#### GRI 404-2

Metinvest's Corporate University learning programmes target diverse groups of personnel, including onboarding training for new hires, as well as managerial and professional training. The Corporate University programmes aim to improve professional performance by equipping staff with the relevant skills and developing their leadership capabilities. The Corporate University also actively collaborates with educational institutions to ensure that the learning content and chosen teaching methods are effective and translate into the desired outcomes. We continue to integrate e-learning tools into our programmes, including the Eduson online learning management platform, which offers multiple training courses. The Corporate University website serves as a gateway to a Wiki-Master database, which contains a collection of useful articles and learning materials prepared by Metinvest's experienced specialists and field experts.

#### GRI 404-1

**40,238**

employees completed corporate learning and development programmes

**73 hours**

per year is the average amount of training received by one employee

**51.5%**

of the Group's employees participated in e-training

The Group also has separate e-learning programmes on health and safety, the Code of Ethics and cybersecurity. New hires receive hands-on, supervised onboarding training at the workplace and get access to training machines and simulators. For mid-level managers, the Group's strategy is focused on addressing key skill areas. We have created 12 technical academies for line managers of production shops to cover crucial engineering and business disciplines, fill potential skills gaps and teach new techniques.

### SIMULATORS FOR SKILL DEVELOPMENT

To ensure that the chosen training formats lead to the desired outcomes and engage learners effectively, all training centres at the assets have adopted strategies to integrate digital solutions into their learning experiences. In 2019, a number of simulators were introduced for welders, repairmen, electricians and blast furnace operators to practice job tasks and problem solving. In 2020, we plan to integrate simulated tutorials into training programmes for five other professions.

### DEVELOPING MANAGEMENT SKILLS

Metinvest offers over 20 managerial programmes designed to develop leadership competencies and valuable skills. A dedicated team of 35 internal trainers conducts interactive sessions that help attendees to experience real-life situations and practice effective decision-making. In 2019, we provided 21,861 training sessions, including managerial training tailored to increase professional skills in specific areas, such as the Sales Academy, HR Academy and Project Management Academy.

In 2019, we carried out two programmes to improve management skills for workshop foremen, one of which focused on effective meeting behaviour and another on building economic literacy relevant to production processes.

We also finalised the three-module Metinvest Tomorrow Builders programme, which has been developed in collaboration with the INSEAD business school and the

Group's management. The programme is designed for high-potential managers being considered for executive positions; it aims to develop strategic thinking, corporate governance and leadership skills. In 2019, 39 managers participated in the programme.

During the reporting period, senior managers of the Group took part in a new international leadership development programme that has been organised in partnership with the Wharton Business School. Participants were invited to visit six assets in China, explore best practices and meet with Chinese business leaders to share their experiences.

Metinvest has developed a Talent Pool programme, which is designed for candidates for leadership positions, including senior, middle and junior management positions. The programme helps to identify the most promising leaders and support their career development. In 2019, talent pool candidates filled 66% of the senior management and middle management positions, as well as 39% of junior management positions.



NUMBER OF EMPLOYEES WHO COMPLETED INTERNAL MANAGEMENT PROGRAMMES IN 2019

**18,196**

## PEOPLE MANAGEMENT AND DEVELOPMENT

### STAFF TRAINING AND DEVELOPMENT CONTINUED

#### DEVELOPING YOUNG TALENT

Empowered, skilled and engaged young minds drive the future of sustainable business. Metinvest actively invests in training and development programmes for talented young employees to motivate them and create an engaging work environment. Since 2013, Metinvest has been coordinating the activities of its own Youth Organisation, which brings together over 30,000 young employees. The organisation holds over 50 employee engagement activities across the Group each year.

The Metinvest Young Leaders programme provides a unique opportunity for employees under the age of 30 to work in cross-functional teams, receive professional guidance from the Group's senior management and develop solutions to improve production processes. Since 2013, when the contest was launched, 5,000 young employees have participated, around 600 of them have received promotions and 190 projects have been approved for implementation at the Group's assets. The winners of the 2018-19 contest were offered internships at the Group's Bulgarian and Italian re-rollers.





## INVESTING IN NEXT GENERATIONS

Metinvest's human capital management strategy envisages promoting the Group as an employer of choice. We strive to attract the next generation of employees and support them in their efforts to attain university degrees in technical fields. We have strengthened our close relationships with key educational institutions in Ukraine by signing long-term cooperation agreements. As of 2019, our assets collaborated with 26 educational institutions and offered almost 3,000 internships to students, over 400 of whom were hired upon graduation.

We have introduced the Metinvest Scholarship Programme, targeting top-performing students enrolled in technical degree programmes (majoring in metallurgy, earth sciences, energy management, mechanic engineering, computer science or similar fields) at five universities in Kryvyi Rih, Mariupol and Zaporizhia<sup>6</sup>. In 2019, 874 students received scholarships from Metinvest.

Metinvest has also developed dual education programmes for local universities. They combine classroom and workplace learning for students, enabling them to become familiar with the production process and interact with the Group's employees.

We promote various contests among young leaders. Among them, in 2019, Metinvest held a math competition in collaboration with the Minor Academy of Sciences of Ukraine that attracted 128 school students from Mariupol, Zaporizhia and Kryvyi Rih.

Metinvest experts and experienced specialists provide career-counselling sessions on school premises to introduce future university applicants to the metals and mining industry, as well as to give them an overview of the relevant skills and knowledge.

In 2019, we developed the Map of Professions, a career guidance programme for school students that includes a set of interactive booklets on metallurgical and mining professions, as well as a series of career guidance lessons for students

in grades 5-10. We plan to launch the programme next year in schools in the regions where the Group operates.

Supporting education in Ukraine, we have continued to develop professional standards to help the government align existing professional qualification requirements with the present needs of employers. In total, 50 educational standards and 45 professional standards have been introduced in the country with Metinvest's support.

Metinvest has traditionally served as a partner and sponsor for WorldSkills Ukraine<sup>7</sup>, a professional skills competition that aims to promote vocational professions among young people. During the competition, students and employees aged 18-22 years demonstrate their professional skills by performing practical tasks in a limited time. In 2019, WorldSkills Ukraine took place for the fourth time, while Mariupol, Zaporizhia and Kryvyi Rih first held regional qualifying rounds that engaged a total of 254 participants. The competition resulted in 77 winners, including 22 employees from Metinvest's assets.

6 Kryvyi Rih National University, Kryvyi Rih Metallurgical Institute of the Ukrainian National Metallurgical Academy, Zaporizhia Polytechnic National University, Zaporizhia National University and Pryazovskyi State Technical University.

7 WorldSkills Ukraine is a part of the WorldSkills International competition, which is held in 74 countries.



## PEOPLE MANAGEMENT AND DEVELOPMENT

### STAFF TRAINING AND DEVELOPMENT CONTINUED



## M.STUDENT CHAMP

M.Student Champ is a case competition where students try to develop the best solution to production issues at real manufacturing sites. Students have a chance to show their knowledge and skills in 11 categories, encompassing more than 100 real cases on the CASERS.org platform. This provides a great opportunity for participants to gain practical experience, win a cash prize and receive a job offer at Metinvest.

The competition was first introduced two years ago at a single asset in Kryvyi Rih. Due to its great success, in 2019, we rolled it out in Avdiivka, Zaporizhia and Mariupol.

**“WE HAVE DEVELOPED A NEW LABOUR PROTECTION SOLUTION: CAMERAS WITH ARTIFICIAL INTELLIGENCE HELPING TO DETECT WHETHER PRODUCTION SITE EMPLOYEES USE PERSONAL PROTECTIVE EQUIPMENT. WE’VE CHOSEN THIS TOPIC, BECAUSE WE KNOW THAT SAFETY IS A TOP PRIORITY FOR METINVEST.”**

Sergiy Zuyev, M.Student Champ participant

# INTERNAL COMMUNICATIONS

**Metinvest's internal communications aim to support trusting relationships with employees and ensure effective communications within the Group.**

Management plays a key role in keeping employees informed about business operations and corporate goals. Each asset's leadership conducts regular meetings with employees to discuss key results and short-term plans. In seeking to make internal communications more valuable, management decided to increase the frequency of staff meetings and invite senior executives, so that employees could express their ideas and concerns directly to the Group's leadership.

To foster employee engagement and provide instant access to corporate news and updates, in 2019, we introduced an updated version of Metinvest's corporate portal and launched a mobile application for the Group's employees. The portal has become a convenient tool for navigating

personal accounts, accessing feedback channels and tapping into useful resources, while the mobile application helps to keep employees informed and involved.

Metinvest uses employee engagement surveys as an additional tool to gain valuable feedback about workforce sentiment. They allow staff to speak openly about key processes within the Group and help to meet their expectations.

In 2019, we introduced dot surveys, which make it possible to identify more efficiently the areas with the greatest employee interest and concerns, and to prompt measures to address them.

**“WE BELIEVE THAT SEEKING OUT EMPLOYEES’ OPINIONS, LISTENING TO THEIR CONCERNS AND RECOGNISING THEIR CONTRIBUTIONS ARE CRUCIAL FOR CREATING A POSITIVE WORKPLACE ENVIRONMENT AND RETAINING THE BEST TALENT.”**

Oleg Davydenko, Head of Corporate Communication Department