

## 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

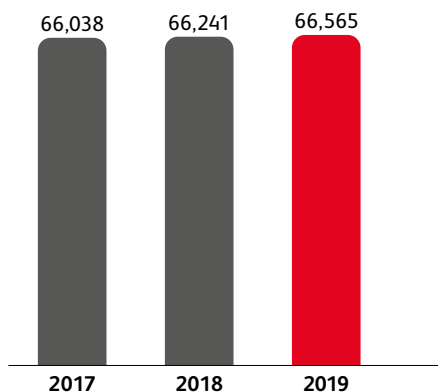
positions. As this decision was taken in late 2019, its effect on Metinvest's performance will be examined later in 2020.

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.

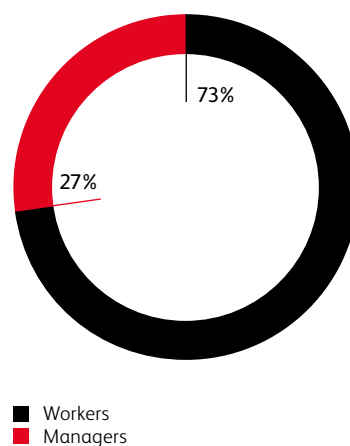
There were no significant changes to the geographical distribution of the workforce. In 2019, most of our staff were employed in Ukraine, with other locations employing less than 5% of the Group's personnel. Workers have traditionally constituted the largest share of staff and the staffing level was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

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

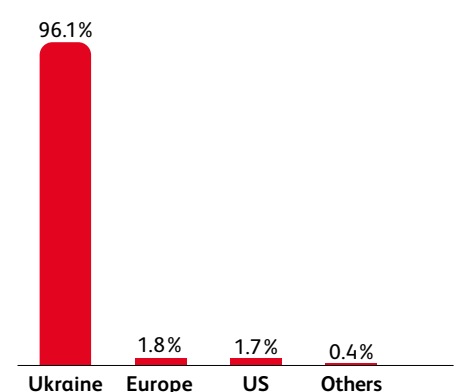
## Total number of employees



## 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).

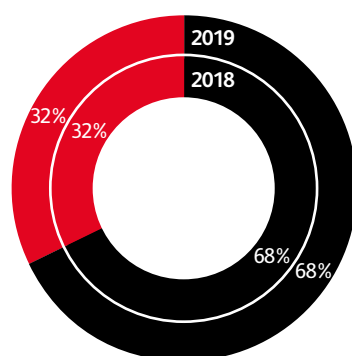


## EQUAL OPPORTUNITIES

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.

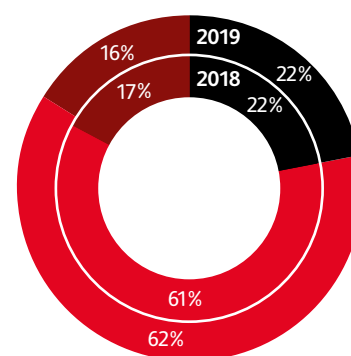
GRI 405-1

### Employees, by gender



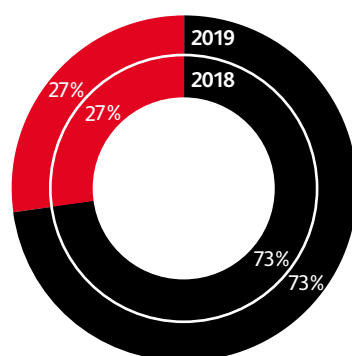
■ Men  
■ Women

### Employees, by age



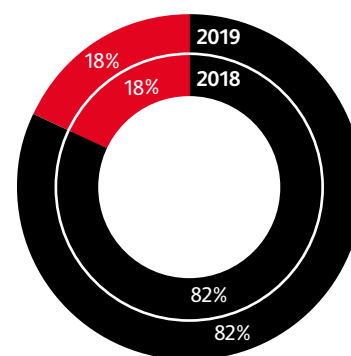
■ Over 50  
■ 30-50  
■ Under 30

### 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.