

Personnel Profile

GRI 102-7; 102-8; 401-1

As of the end of 2020, Metinvest employed 69,383 people.

During the reporting period, several of the initiatives and investment projects that we implemented as part of our technological strategy required us to increase our headcount. Overall, we hired 7,876 new employees in 2020, including 592 recent graduates for whom Metinvest became their first employer.

Most of our personnel work in Ukraine. Production staff constitute almost three quarters of the Group's workforce, while 27% of employees occupy administrative and managerial positions.

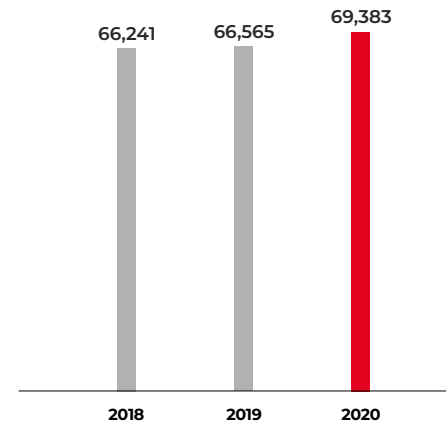
We track employee turnover at Metinvest's assets on a monthly basis. In 2020, it fell to 4.5%, from 6.4% in 2019⁴. Among the factors that have contributed to the reduction in employee turnover are our personnel retention and onboarding programme, competitive personnel remuneration and motivation system, as well as our social benefits package. We use the following key tools to retain employees: regular salary revision based on market trends; free access to training and career development; a competitive social benefits package and health insurance; a feedback loop with

the management; internal mobility within the Group; high standards of occupational health; as well as concern for environmental friendliness and workplace safety.

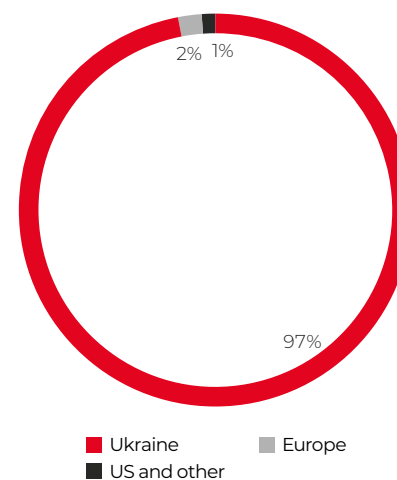
During the reporting period, Metinvest completed all planned headcount management measures. Some positions were eliminated as a result of the automation and optimisation of business processes, as well as the decommissioning of old equipment. Meanwhile, the Group's investment projects and production capacity expansion created new jobs and the employees affected by such changes were offered retraining to receive the appropriate qualifications for these roles.

⁴ We previously calculated our employee turnover metric using an internal methodology developed to reflect the voluntary resignation of employees. In 2020, we have switched to a methodology based on guidelines from the Ukrainian Ministry of Justice (no. 286 of 28 September 2005) and have restated the data for 2018-19 to correspond with this change.

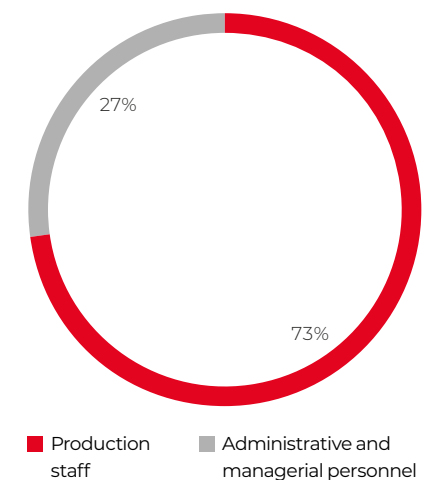
Total number of employees



Employees by region in 2020



Employees by category in 2020





GRI 405-1

EQUAL OPPORTUNITIES

Metinvest strives to ensure equal opportunities for all its employees. Representatives of various national and civic groups, men and women, all of whom work at the Group, have equal access to social events, training and professional development programmes, as well as equal opportunities to participate in personnel appointment procedures.

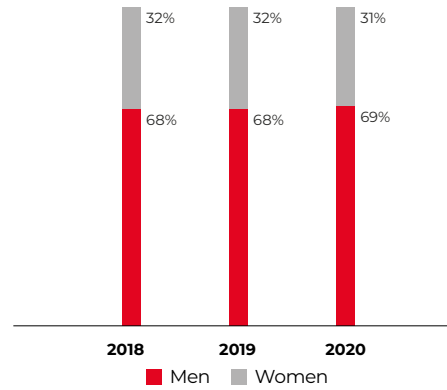
We regularly hold open competitions for appointments to middle and senior management positions. All interested people, regardless of their gender and age, have access to information about available vacancies.

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.

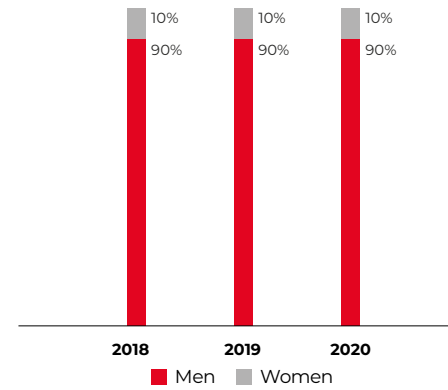
In 2020, over 31% of our personnel were female. Women accounted for 25% of the Executive Team.

The age diversity of the Supervisory Board is as follows: 50% of members are 30-50 years old and the other 50% of members are over 50 years old. In terms of gender diversity, 10% of Supervisory Board members are women and 90% are men.

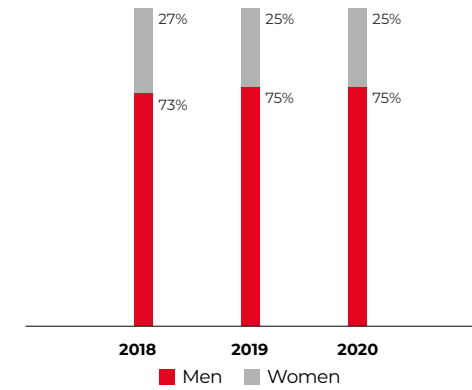
Employee gender diversity



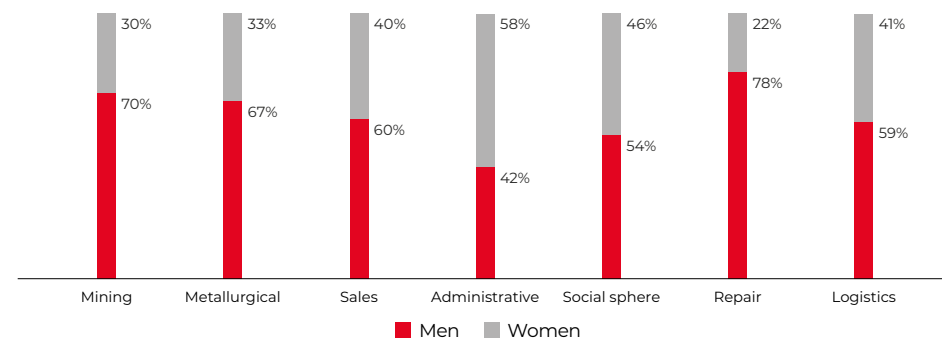
Supervisory Board gender diversity



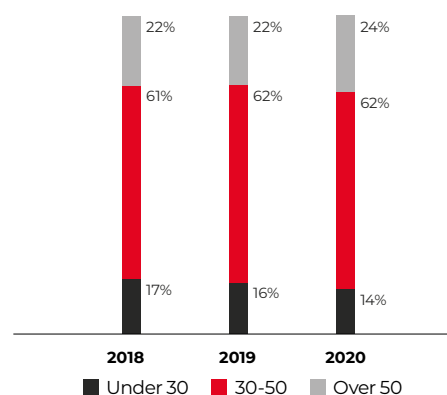
Executive Team gender diversity



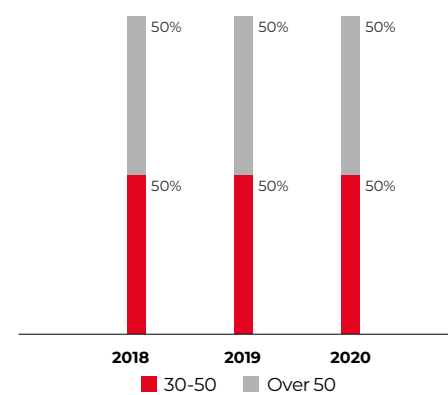
Employee gender diversity by business area in 2020



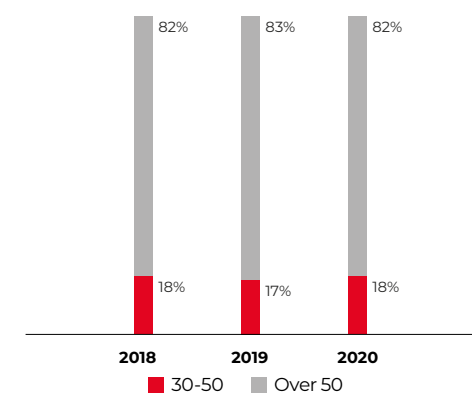
Employee age diversity



Supervisory Board age diversity



Executive Team age diversity





As an equal opportunity employer, Metinvest provides professional opportunities to people with disabilities and regularly participates in dedicated career fairs. 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. In 2020, we hired 215 persons with disabilities. The total number of employees with disabilities was 1,961 at the end of 2020, an increase of 5% year-on-year.

GRI 405-1; 405-2

In 2020, we analysed employee gender equality and diversity within the Group. This revealed that 5% of men and 7% of women were placed in roles during the period, both existing and new ones.

No gender discrimination was identified in terms of salary increases. The increase in employee remuneration was found to be dependent on the salary range for a specific position. Among the Group's ten highest paid employees, 20% are women.

In 2020, 680 women – 3% of all female employees – took maternity leave. A total of 1,356 employees returned from maternity leave or military service, of whom 199 people (15%) received a salary increase after a prolonged absence.

As a result of this analysis, Metinvest developed a comprehensive approach to ensure fair gender relations within the Group and will introduce several related measures in 2021:

- Enshrining the principles of gender equality in the Remuneration Policy by defining an approach to salary revision for employees returning from a prolonged absence, for example after maternity leave or military service
- Launching a Gender Equality Dashboard to continuously monitor gender diversity metrics, including the share of women in both total headcount and leadership positions at various levels, the average salary of women and men by position level, and the number of new hires and promotions by gender, among others
- Developing a Diversity Policy based on the principles of equal protection of the rights of all employees without discrimination on any grounds, the absence of a gender pay gap between men and women occupying the same professions and positions, equal career opportunities, an integrated approach to increasing the remuneration of employees returning to work after a prolonged absence, and the integration of diversity principles into educational programmes
- Introducing training programmes for staff on the principles of the Diversity Policy.

