

GRI 404-2

Learning and development

Employee development is an essential part of a company’s growth. At EVRAZ we continuously seek to provide a full variety of high-quality training and development programmes.

In 2019, a new HR strategy was developed and approved in the Group. This strategy includes a general goal of ensuring that our employees have all necessary skills and competences. Our approach to achieving this goal includes endeavouring to fill our target positions with employees from the Group’s personnel reserve. In order to achieve this, we facilitate the development of our people and support them in their efforts to master second and third professions.

Vocational training programmes for EVRAZ employees are mostly provided by education centres. In certain cases, for example, if there are plans to promote an individual to a position requiring a higher education, employees can do professional learning courses in universities.

Corporate education focuses not only on professional development, but also on developing the managerial and leadership skills and competencies of employees that are

essential for ensuring effective work. To deliver this kind of education, EVRAZ implements various corporate training programmes, such as TOP-300 and EVRAZ New Leaders. When realising these programmes, we strive to develop our personnel reserve and to bring the managerial skills of managers to the same level.



Case study

TOP-300

Top-300 is corporate training programme for EVRAZ production facility managers, launched in 2018. The programme is aimed at developing the managerial and leadership skills and competences of participating employees in order to support transformations taking place within the Group. Subjects covered include providing feedback, discussing and explaining goals, and delegating authority.

The programme is intended to cover 300 employees. In order to maintain operational performance at a high level and to ensure effective communication and learning, we created three groups comprising approximately 100 participants. The programme lasts for three years, when each group is taught individually for one year. In 2019, the first group successfully completed the education programme and the second group began it. As the programme is being implemented, the content is concurrently reviewed and updated. For example, in the reporting year more attention was paid to discussing health and safety matters.

We believe that cooperation means exchanging experience and consolidating talent and knowledge, and is often key to boosting the likelihood of success. Therefore, in addition to organising internal training programmes, EVRAZ actively interacts with external bodies in our efforts to provide the highest possible quality of employee development.

An example of such cooperation is EVRAZ New Leaders, one of the most popular corporate development programmes in the Group, which is implemented in cooperation with the Skolkovo Business School and has been run annually for over 10 years. Senior employees that have been working in EVRAZ for over two years as senior managers or above are eligible to participate.

Programmes such as EVRAZ New Leaders are popular among employees for a reason – they have proven to be highly effective: over half of EVRAZ New Leaders graduates secure higher positions in the first two years after training, and some are promoted even before they have completed the programme.

In addition, not only do we observe the positive results of our corporate training initiatives from inside the Group, but the results have also received appropriate recognition by business.

In 2019, the average number of training hours per year per employee was up almost 5% on 2018.

Average number of training hours per year per employee, 2017–2019¹



Case study

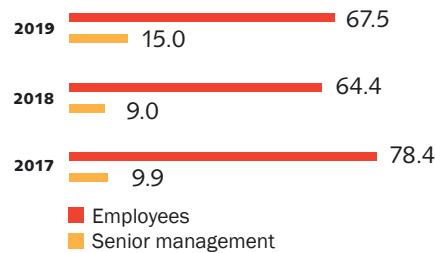
Top 1,000 of Managers of Russia 2019 Rating

The Association of Managers of Russia and Kommersant have for a long time published an annual rating of the top 1,000 managers in Russia, and 2019 marked the 20th anniversary of the rating. EVRAZ is proud to announce that nine of our employees are rated among the best in Russia.

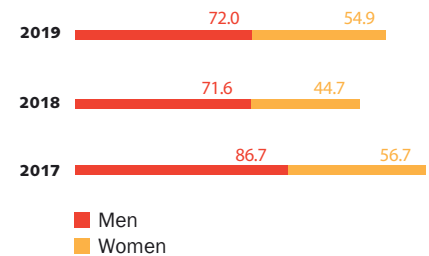
The rating identifies leaders by focusing on individuals irrespective of the companies where they work. Voting is conducted among peers in each respective industry. Managers who achieve the highest places are nominated for a Managers Association Award from the Association of Managers, and these are published annually by Kommersant.

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Average number of training hours per year per employee by employee categories, 2017–2019²



Average number of training hours per year per employee by gender, 2017–2019³



¹ The scope is wider than the previous year. The figure excludes data on East Metals AG, EMNA, OOO "UK "Mezhegeyugol", OOO "EvrazHolding", OOO "TC "EvrazHolding", EvrazService, AO "OUS", Unicroft Limited, Evraz Group S.A., Evraz plc and all enterprises from Steel, North America segment.
² The figure excludes data on AO "OUS", OOO "EvrazTekhnika", OOO "EvrazHolding", OOO "TC "EvrazHolding", EvrazService, Unicroft Limited, East Metals AG, EMNA, JSC "EVRAZ Vanady Tula", MC EVRAZ Mezhdurechensk LLC, Rospadskaya Coal Company LLC and all enterprises from Steel, North America segment.
³ The figure excludes data on East Metals AG, EMNA, OOO "UK "Mezhegeyugol", OOO "EvrazHolding", OOO "TC "EvrazHolding", EvrazService, AO "OUS", Unicroft Limited, Evraz Group S.A., Evraz plc and all enterprises from Steel, North America segment.